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ABSTRACT

This basic reference on the responsibilities and opportunities of library trustees provides information on the public libraries of Colorado and how they are established, operated, and funded, as well as clues to needed information--i.e., some philosophy, many facts, opinions, recommended practices, and suggestions. Chapters focus on the types of libraries, the Colorado State Library, the legal base and governance of public libraries in the state, cooperation and networking, roles and responsibilities of trustees, policies and policy manuals, affirmative action, intellectual freedom, Friends of the Library, and volunteers. Appendices include sample bylaws for both public and combined school/public libraries and statements of policy on personnel, finances, and intellectual freedom. A glossary and an index are provided. (RAA)

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PUBLIC LIBRARY TRUSTEES OF COLORADO

Responsibilities and Opportunities

A Manual For The Trustees of Colorado Public Libraries

Published by the Trustees and Citizens Division of the Colorado Library Association in cooperation with the Colorado State Library.

August, 1980

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We extend special thanks to Alice B. Ihrig, Oak Lawn, Illinois, our consultant, for her valuable assistance and to Anne Marie Falsone, Sara Parker, William Cound and Evelyn Brewster of the Colorado State Library for their efforts on behalf of this manual as well as on behalf of the public library trustees of Colorado.

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The publishers are willing to grant permission to photocopy this publication for use in workshops and seminars. We would like to know what use is planned. Please call or write the Colorado State Library.

Introduction

To the Trustees of Colorado's Public Libraries (and their librarians):

This manual is a sampling of the experiences and good advice of many trustees and librarians and especially of the committee members who selected and wrote on the topics.

It is offered not as a model but as a guide with a number of questions, statements and warnings which we hope boards will discuss as they work toward becoming skilled trustees in their communities.

The committee is aware of the many differences, even in the amount of responsibility, which exist in different libraries and on different boards. However, we believe that trustees are all called upon to perform essentially the same service – representation of the community's interests in developing libraries which are able to serve needs in optimum ways.

An advisory board in a home rule community may wish it had more clear cut authority, while some boards with great potential control do not exercise it. But the form of governance of libraries is only a mold within which citizens turned trustees can work to shape the local library.

The committee urges all trustees to reach to the limits of individual and board potentials. Without the participation of the citizens through the representative board of trustees, libraries cannot realize their full public service role.

Purposes of This Manual

1. To provide a basic reference on the responsiblities and opportunities of library trustees.

2. To suggest ways in which trustees can become more expert in their duties.

3. To touch on the many ways libraries function in the community and how they draw upon trustees for leadership in reaching and serving the community.

4. To share useful and successful ways trustees can use in serving as policy-makers and participants in the growth of the ability of libraries to serve their communities.

How To Use This Manual

Does the size of this manual overwhelm? It's big because the committee that wrote it had a long list of things it felt trustees would want to know – and know where to find.

So there are details, but also a structure which permits you to wander, picking up items of most current interest and reserving some sections for later use.

The manual has been organized to provide basic information on the public libraries of Colorado and how they are established, operated and funded. Trustees who understand the structure can then relate to the role and responsibilities of the library board members. They can work out in their own communities the appropriate functions of the board based on how "advisory" they may be.

This document assumes that trustees will want to know something about many areas they touch in serving on library boards. It is expected that the trustees WANT to be involved and effective, perhaps well beyond the strict interpretation of "advisory."

And, above all, the manual is planned to give clues to needed information: some philosophy, many facts, opinions, best practice advice and suggestions. It is hoped that trustees and librarians will thus be further alerted to the opportunities of public service through the public libraries of Colorado.

Copies of this manual are available from the Colorado State Library, 1362 Lincoln Street, Denver, Colorado 80203.

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The Libraries of Colorado

Fast-growing Colorado, with a population of over 2,700,000 going into the 1980's, has more than 1,400 libraries including 124 public, 45 academic, 1,040 school libraries in 181 school districts, 36 state institutional libraries and more than 225 special libraries. The latter include business, government, military and private. Colorado also has seven regional library service systems.

Coloradans have the highest level of education in the nation. Not counting school and special libraries - but through public, academic and institutional libraries - Colorado residents have access to nearly 11 million volumes and 5.5 million individual titles, plus 72,000 periodical subscriptions and a wide selection of art prints, films, tapes, sculpture and microforms of information - and the personal services and skills of the more than 2,000 persons who work in these libraries.

The Types of Libraries in Colorado

Public Libraries: Colorado law permits any governmental unit (county, city, city and county, town or school district) to establish and maintain a public library alone or in cooperation with another governmental unit.

Nearly half of the 63 counties in Colorado maintain **county** libraries, and two areas cooperate to support **joint** libraries covering a total of 10 counties. About 70 municipalities with populations ranging from 200 to Denver's 500,000 have **municipal** libraries. Local budgets range from $100 to Denver's $7.5 million.

Library Districts are created to permit flexibility in organization, service patterns and tax support. They may be comprised of one or more counties or parts of counties and may include towns with or without libraries of their own. Seventeen such districts have been established. (See Cooperation and Networking, Page 9).

Only one school district, Security, has exercised the option to establish a library for general use by the public. It is in a large metropolitan area south of Colorado Springs and is not incorporated.

Several communities have, by contract, created **joint public-school** libraries. Among them are Fort Lupton, Cripple Creek, Manzanola, Columbine in Jefferson County, Dove Creek and Sheridan.

Academic libraries are those located in community colleges and four-year colleges and universities. Twenty-six state-supported colleges and universities and their branches have more than four million total volumes. These libraries stress collections which meet the needs of students and faculty and are creating rich resources for research. The largest academic library in the state is at the University of Colorado at Boulder, followed by Colorado State University at Fort Collins.

Private colleges and universities also have libraries with large collections, accounting for about 20 per cent of the expenditures supporting Colorado academic libraries.

School libraries, often called media centers or learning resources centers, serve students with materials supporting the curriculum and faculty with professional resources. School libraries often serve the personal reading needs of students and faculties and provide audio-visual materials and other media for depth and variety. Not all school libraries meet minimal standards suggested for state accreditation of the school district. Elementary schools have the least adequate materials and number of professional personnel and aides.

Special libraries take varied forms. Some are maintained by business and industry to meet the reference and research needs of employees. Others serve associations, governmental agencies and organized groups. Other special libraries are state government units operated on a special subject or in a special institutional setting.

Regional Library Service Systems: The trend in Colorado, as in a number of states, is to join all types of libraries in cooperative arrangements which make materials and services available to users without regard to the location of either user or material. (See Cooperation and Networking, Page 9). Seven regional library service systems are organized to cover the entire state. All types of publicly supported libraries are eligible for membership under the provisions of C.R.S. 24-90-115.

The Colorado State Library

The Colorado State Library was created by law as a division of the state's Department of Education. The Commissioner of Education is ex officio the state librarian with authority to delegate powers and duties to an assistant commissioner, Office of Library Services, who is appointed by the State Board of Education.

The State Library is directed by law to encourage the development of libraries of all types and to aid in the establishment, improvement and maintenance of libraries. The State Library furnishes (or may contract for) library and information services to correctional, residential and medical institutions operated by the state.

In pursuit of these responsibilities, the Colorado State Library commissioned a study by the Colorado Council for Library Development published in 1976 as **Libraries Colo-**

rado: A Plan for Development. The needs and goals indicated by that study are being implemented by the State Library in a series of services:

- Service to elected officials and employees in all branches of state government through written and human resources located by professionally trained librarians using modern technology. A goal is to reach more users with information on the available resources and consultant services.
- Film services (at a fee) circulating 16mm film to state agencies, colleges and universities, schools, public libraries, government agencies, individuals and community groups.
- Regional Library Service Systems, organized to provide cooperative services for the publicly supported libraries of all types in a geographical area. (See Cooperation and Networking, Page 9).
- Institutional library services covering correctional facilities, mental health facilities, home and training schools for the developmentally disabled, youth detention centers, hospitals and nursing homes operated by the state, two hospitals and a state school for the deaf and blind.
- Consultant services to libraries, a state-assisted program including equalization grants to counties with low per capita incomes and administration of federal funds from the Library Services and Construction Act.
- Development of an operating Colorado Library Network, parts of which are already in place. (See Cooperation and Networking, Page 9).
- Services to the blind and physically handicapped with expansion of personalized services and available resources.

The Colorado Council for Library Development is an advisory council to the Colorado State Board of Education and the State Library concerning library needs and programs in the state. Sixteen librarians and lay members, appointed by the State Board of Education, comprise the membership of the Council and meet at least quarterly. The Council is responsible for monitoring progress of the plan for library development and acts as the official advisory body for programs financed by the federal Library Services and Construction Act.

The Legal Base of Colorado's Public Libraries

Colorado Library Law

The establishment, funding and operations of the public libraries in Colorado are determined by the Library Law in Title 24, Article 90 of the Colorado Code. The legal base was determined by the state legislature and can be amended by that body.

> 24-90-102 of the Library Law states: The general assembly hereby declares that it is the policy of this state, as a part of its provision for public education, to promote the establishment and development of all types of publicly-supported free library service throughout the state to ensure equal access to information without regard to age, physical or mental health, place of residence, or economic status, to aid in the establishment and improvement of library programs, to improve and update the skills of persons employed in libraries through continuing education activities, and to promote and coordinate the sharing of resources among libraries in Colorado and the dissemination of information regarding the availability of library services.

Within that declaration, the legislature has provided for creation of a **state library** as a division of the department of education and a state librarian (the commissioner of education, exofficio state librarian with the power to delegate authority to an **assistant commissioner, office of library services**) to be named by the State Board of Education.

THE STATE LIBRARIAN is charged by law to further library development and encourage contractual and cooperative relations to enhance resource sharing among all types of libraries and agencies throughout the state.

Establishment of Public Libraries

Any governmental unit (county, city, city and county, town or school district) has the power to establish and maintain a public library, either by itself or in cooperation with one or more governmental units. A public library may be established for a governmental unit either by the legislative body (the body authorized to determine the amount of taxes) on its own initiative or upon petition of 100 qualified electors residing in the governmental unit. When a petition is addressed to the legislative body requesting establishment of such public library, the question is submitted by the legislative body to a vote of the qualified electors at the next municipal election (city or town) or next general election (county) if the petition was received more than 90 days before the election. A majority of those voting favorably on the question is required for passage.

Establishment of Library Districts

Legislative bodies of two or more governmental units may establish a library district, each proceeding in the manner outlined for establishment of public libraries in the preceding paragraph. A legislative body which maintains a public library within the territory to be served by a county library or a library district may decide whether to participate.

The library district is supported by and serves all unincorporated areas, and all municipal corporations not operating their own public libraries, within the district boundaries. Any governmental unit may merge its library with the library district by agreement of its legislative body and the board of trustees of the library district. Library districts may be dissolved by resolution of the legislative bodies of the governmental units comprising the district. When a county library or library district has been established, the legislative body of any governmental unit therein maintaining a public library may decide, with the concurrence of the library board of trustees, to participate in the county library or library district while retaining title to its own property, continuing its own board of trustees and levying its own taxes for library purposes. Or a governmental unit may transfer control of its library, with all or part of its property, to another governmental unit which is providing or will provide free library services in the territory of the former, thus relieving the trustees and legislative body of responsibility for the property transferred.

The Governance of Libraries

Naming of Trustees

Public Libraries: Management and control of a public library are vested in a board of not fewer than five nor more than seven trustees. In cities and towns, the trustees are appointed by the mayor with the consent of the legislative body. In counties, trustees are named by the board of

county commissioners. In school districts trustees are appointed by the school board.

Library Districts: Trustees are appointed by a committee formed by members of the legislative bodies creating the district.

In all cases, the first appointments of trustees are to staggered terms of one, two, three, four and five years. If six trustees are to serve, two are appointed for five-year terms; if seven trustees are to serve, two are appointed for four-year terms and two for five-year terms. Thereafter, appointments are for terms of five years. Vacancies are filled for the unexpired term by the appointing body in each case. Trustees may be removed only by a majority vote of the appointing legislative body but only upon a showing of good cause.

Trustees receive no pay, but may be reimbursed for travel and other subsistence expenses actually incurred.

Constitution and Bylaws

A brief Constitution and Bylaws document is the base document for the operation of a library board. It should not be a constraint upon the board but should take care of the details that insure effective organization.

A sample set is in the Appendix, Page 41.

Powers and Duties of the Library Board

As soon as trustees are named, they must meet to organize by electing a president and a secretary and such other officers as the board deems desirable.

Since library trustees do not control the taxes for their libraries, they are "advisory," but with specific legal functions specified in this quotation from 24-90-109 of the Library law.

"The board of trustees shall:

(a) adopt such bylaws, rules, and regulations for its own guidance and for the government of the library as it deems expedient;

(b) have supervision, care and custody of all property of the library, including rooms or buildings constructed, leased, or set apart therefor;

(c) employ a librarian and, upon his recommendation, employ such other employees as may be necessary, prescribe their duties, and fix their compensation;

(d) submit annually a budget as required by law and certify to the legislative body of the governmental unit which the library serves the sums necessary to maintain and operate the library during the ensuing year;

(e) have exclusive control of the disbursement of the finances of the library;

(f) accept such gifts of money or property for library purposes as it deems expedient;

(g) hold and acquire land by gift, lease, or purchase for library purposes;

(i) sell, assign, transfer or convey any property of the library, whether real or personal, which may not be needed within the foreseeable future for any purpose authorized by law, upon such terms and conditions as it may approve, and lease any such property pending;

(j) borrow funds for library purposes by means of a contractual short-term loan . . .;

(k) authorize the bonding of persons entrusted with library funds;

(n) hold title to property given to or for the use or benefit of the library . . ."

Municipal Governments and Colorado Libraries

Since the public libraries of the state are established and maintained under units of government, they vary in structure according to the parent unit.

In municipalities that are not home rule cities, voters elect city council members (sometimes called selectmen or other local term), varying in number from three to nine, representing wards or districts in the city. Where a library exists, it does so as a department of city government, like the parks, streets, water and police and safety functions.

In counties, the people elect county commissioners representing areas of the county. Other elected officials are assessor, clerk, treasurer and judges. The commissioners may operate a number of functions – roads and bridges, welfare, the court house, public works and a library.

Joint libraries are established by the legislative bodies of governmental units through contracts, which spell out the sources of financial support, board appointments and responsibilities.

Library districts are created by resolution of two or more governmental units, or by popular vote. These units share in the appointment of a trustee board for the library. The county board of commissioners levies the library tax.

Public Libraries in Home Rule Cities and Counties

Colorado Home Rule Cities and Counties

The Colorado Constitution, Article XX. Section 6, provides for home rule for cities and towns. The statute states in part:

"The people of each city and town having a population of 2,000 have the power to make, amend, add to, or replace the charter of said city or town which shall be its organic law and extend to all its local and municipal matters."

"Such charter and the ordinances shall supersede any law of the state in conflict therewith . . ."

"The statutes of Colorado . . . shall continue to apply to such cities and towns except insofar as superseded by the charters . . ."

Colorado Revised Statutes 30-11-501 provides for a county to become a home rule county governed by a charter

approved by the people.

Establishment and acceptance of home rule give local governments the power to operate independently with few restrictions placed by state government.

The Charter

In order to be home rule, a charter must be adopted by the voters. The charter provides for officers, courts, elections, bonds, water or park districts, assessment and tax collection, fines and such services and regulations as deemed to be needed to operate the local unit of government.

Colorado has 54 home rule cities and two home rule counties.

The Home Rule Charter and the Library

The charter of a home rule city or county may provide for a library and its governance. It may state that the city or county shall maintain the public library in accordance with state statutes, or the charter may be very specific and detailed about the library, including the appointment of trustees, their terms, contracts and titles to property.

The Library Board: Administrative or Advisory?

Two primary criteria may be used to determine whether a library board is administrative or advisory. It is administrative if it has authority to appoint the librarian and to approve the library budget and submit it to the governmental unit. It is advisory if it acts as a liaison from the community to the library and back again but does not control hiring of the librarian or the budget recommendation.

However, the advisory library board often looks like an administrative board because it is relied upon to be a part of the hiring process when a librarian is needed and is expected to recommend a budget on which it has worked.

In a home rule city or county, the library is usually a department of government and operates under the city or county manager. The librarian is a department head and meets regularly with other department heads and submits the "library department" budget.

Most home rule cities in Colorado have mill levies or mill-rate equivalencies higher than the ceiling set by statute because their charters permit it and because their citizens are willing to support quality library service.

In home rule cities and counties, policies of the library generally agree with policies of the local government and are approved by the manager. Library finances are handled through the accounting department, and library personnel are employed in conformance with city or county hiring practices, which generally permit department heads to hire staff they supervise.

IMPORTANT: Because this manual offers a reasonably complete coverage of library activities in which trustees are involved, it may appear to be directed to **administrative** boards. **All** trustees need to know about the functions of libraries as covered in this publication. Advisory boards which are doing their job conscientiously will be involved in making recommendations for the kinds of actions they would take if given administrative control. To advise is to fill an important function on behalf of the community. Advising may require more tact – not less knowledge and involvement.

Recommended Reading:

Roberta Bowler, ed. **Local Public Library Administration.** Chicago, International City Managers Association, 1964, p. 90.

Funding for Colorado's Public Libraries

Upon establishment of a public library in a city or town, the legislative body is authorized to levy a tax of not more than one and one-half mills on the real and personal property in the city or town. A board of county commissioners may levy a one and one-half mill tax to support county libraries and library districts. Funds so raised can be spent only upon warrants signed by the president of the appropriate library board of trustees or his designee.

To increase the maximum tax levy from one and one-half mills to up to two and one-half mills, a referendum is necessary. Voting is on the question, "Shall the legislative body of any incorporated city or town or any county or district be authorized to increase the maximum tax ley from one and one-half mills to not more than two and one-half mills for the establishment and maintenance of certain libraries?"

A Nugget of Information

The Referendum

In Colorado, counties, municipalities and library districts may levy up to 1½ mills to support libraries by taxation, or they may levy up to 2½ mills upon approval by the qualified electors at a general election (counties and districts) or at a municipal election.

A mill is a percentage (one-tenth of a cent) of assessed valuation of property, and will raise funds according to the value of the property in the library's geographical boundaries.

Most library areas are not so wealthy that the permitted mill rate raises enough money – especially for building. Then in cities and towns a referendum must be held to authorize bonds for a building, or an increase in the base rate from 1½ to up to 2½ mills. Counties may draw upon Public Works funds for library buildings.

Electors will need to be convinced that there is a need and then encouraged to turn out and vote affirmatively. This is a job for trustees, friends, interested citizens – to tell the community's voters why they should tax themselves for better library service.

The Board of Trustees and the Legislative Body

In certain transactions of the library board, the legislative body has control. Legislative bodies may contract for library services with existing public libraries. The library board submits an annual report containing information on money expended and for what purposes, the number of books and periodicals on hand and the number added during the year and other statistics deemed of public interest. (A copy must be filed with the state librarian).

The amount of the current tax levy, up to the maximum as described in "Funding" above, is set by the legislative body, although the board of trustees submits a budget and indicates need.

The Advisory Function: The degree of influence exerted by a library board varies from community to community. The best library boards develop cooperative and continuing relationships with their legislative bodies and form an advocacy unit for good library service. Trustees inform the legislative bodies of community needs, give frequent information reports so that the library's functions and accomplishments are understood and build public support through excellent service and reaching out to the members of the community.

Legislative bodies most often expect that the library board will operate the library as a relatively independent unit of public service and anticipate recommendations and reports from the persons the legislative body has named to the library board.

Colorado law confers responsibility on library trustees with the backup of elected officials forming the legislative body. Joint attention to the development of good library service is expected.

Financing Public Libraries

Because public libraries serve all ages and all people in a community, their financial support has usually come from local taxes. This source has been supplemented by state funds and federal money, but the typical financing for libraries is the local unit of government drawing on property taxes paid by the residents.

Many communities lack a good tax base. That is, a tax rate applied to a total assessed valuation does not yield adequate funds for good library service.

In Colorado, counties and municipalities may levy up to 1½ mills for libraries, and the Board of County Commissioners may levy up to 1½ mills for the support of library districts. An increase up to 2½ mills for all types of public libraries may be approved by the qualified electors voting in a referendum.

A home rule city or county, with a charter which may supersede state law, may appropriate funds or levy a tax in excess of that provided by statute. (See Home Rule Cities and Counties, Page 4).

If and when more funds are needed so that the library can best serve its people, additional taxes may be authorized by referendum – a challenge to the board and staff to demonstrate need to the community and draw a favorable vote.

When a building is needed (or additions, alterations, etc.), a referendum may be held to finance the improvement. Certain dedicated appropriations, bond issues, public works funds in counties and occasionally special state or federal funds may be available.

Local funds come, then, from a specific mill levy for libraries or from an appropriation computed to equate a mill rate.

State funds where available are appropriated by the Colorado General Assembly to the Department of Education for purposes expressed in budget requests for the various activities. The Colorado State Library in fiscal year 1981 received an appropriation of $1,477,427 for distribution, $112,350 of which was used in equalization* payments to public libraries. $803,071 helped to support the seven regional library service systems. $448,969 was designated for the Colorado Resource Center**, and $113,037 was appropriated to pay libraries for the costs of interlibrary loan services.

Most federal funds for public libraries are appropriated by Congress through the Library Services and Construction Act (LSCA) and are paid to the states for use in programs controlled and planned by the states. Title I of LSCA authorizes funds ear-marked for public library service. The Colorado State Library distributed $565,281 in LSCA Title I funds for 41 projects in 1980. Among the uses of this money were services to American Indians, outreach programs, service to the institutionalized, access to materials through automation, purchase of books, a branch library and library services to special clients.

A number of states, including Colorado, have passed laws restricting growth in the state budget. CRS 29-1-301, sometimes called the Kadlecek amendment, limits the increase in the Colorado state budget to seven per cent over the revenues of the prior year. Part (1) of the statute reads: "Except as otherwise provided, all statutory tax levies when applied to the total valuation for assessment of the state, each of the counties, cities and towns not chartered as home rule, and each of the fire, sanitation, irrigation, drainage, conservancy and other special districts established by law shall be so reduced as to prohibit the levying of a greater amount of revenue than was levied in the preceding year plus seven per cent except to provide for the payment of bonds and interest thereon."

This form of economy is likely to affect library funds and libraries may have to look for other than tax funds to

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* Equalization funds are made available on a formula basis to libraries in counties where the tax rates do not raise minimum dollars for service.

** The Denver Public Library has been designated the **Colorado Resource Center** and receives financial support from the State of Colorado to perform this function. Because of its wealth of holdings and expert staff of specialists, it not only provides materials to back up the Colorado interlibrary loan program but also acts as the information and reference center of the state.

finance their services, keep their programs alive and strive toward adequate service.

Other Sources of Funds

Grants are a possible source of funds. These are usually tied to specific projects or programs without long-term income. Examples are the National Endowment for the Humanities grants for improving the involvement of humanities resources through public libraries. NEH has personnel available to discuss possible projects and will provide guidelines upon request.

The Colorado Humanities Program provides funds for sponsoring community programs on public policy and humanities issues.

Several federal agencies make grants to libraries, including funds conveyed through Community Development block grants, renewal support programs and special programs in such areas as historic preservation and the Social Security Act's allocation for education of certain groups.

The Office of Management and Budget, Washington, D. C., publishes an annual Catalog of Federal Domestic Assistance which can be consulted at larger libraries or purchased from the Superintendent of Documents, Washington, D. C. 20025 or from the Government Book Store, Room 1421, Federal Building, 1961 Stout Street, Denver, Colorado 80202. The cost is $25.00. Congressmen usually have access to grant information through their home offices. The Colorado State Library public library consultant is available to help libraries seeking to tap into the federal grant process.

Foundations and occasionally corporations have grant programs which libraries may investigate. The existence of small local foundations and trusts should be checked for modest support of library initiatives and even major contributions to, for example, the building of a library.

Libraries with special projects can try to locate an interested business or individual willing to support a specific idea. The business community may underwrite a major expansion of business books and periodicals, and such related areas as investments, insurance, tax information, etc. Fraternal organizations and civic groups often participate in helping libraries. Lions International, for example, is known for its gifts of equipment for the use of those with vision problems.

Friends of the Library (See Friends, Page 37) usually take on fund-raising as part of the purpose of the organization. Most such groups retain the funds raised until adequate to finance a special need. They do assume financial responsibilities for lecture/concert series, summer reading programs and the like. They are often sources of contacts with businesses or individuals mentioned above.

The library itself is sometimes a fund-raiser, with programs which earn a small profit or small fees for classes taught by volunteers or book sales. Many print postal cards and stationery or issue Christmas cards or sell souvenir-type items. In recent years, libraries have profited from the plastic shopping bag and tote bag fads.

Most libraries hesitate to institute fees for any services, keeping in mind the need of every person to have access, but some libraries will have fees for special services, such as a high level of research through automated searches, multiple copies of best sellers, etc. not deemed prime in the normal service pattern.

Direct solicitation of funds for special purposes is quite common. Community contributions may pay for construction, painting, paving of a parking lot or a host of lesser needs.

The White House Conference on Library and Information Services in 1979 dealt with the long range problems of adequate financing for libraries. Responsibility for a proper mix of local, state and federal funds and the search for other-than-higher-taxes sources of stable funds concerned participants at the conference itself and will continue into the 1980's.

Saving money by cooperative efforts is an effective way to make maximum use of available funds. Libraries enhance their services and available materials when they join with other libraries in interlibrary loan, reciprocal borrowing and Regional Library Service System membership.

Volunteers are being used by many libraries to provide the extra hours and talents which cannot be covered by budgets. (See Volunteers, Page 39).

Libraries are generally regarded by the public as good "users," not wasters, of money. Most library funds are used in highly visible ways: helpful personnel, collections of materials, programs open to all. But the best-managed libraries have found it necessary to evaluate carefully the services they offer and sometimes to shift emphasis to make the best use of funds.

Trustees are largely responsible for seeing to it that their libraries perform the best possible services and work toward funding adequate to make the library a public institution that gives good value for the money while recognizing and meeting the needs of people. Trustees know that they must speak up for the library's monetary needs.

Record Your Library's Local Income Here Each Year

Cooperation and Networking

Cooperation has long been practiced by libraries. They arrange to loan and borrow books and work together by sharing resources.

Costs of materials and the growing demand for sophisticated information create a need for greater sharing and the efficiencies and economies of avoiding unnecessary duplication.

Regional Library Service Systems in Colorado are organized to promote library cooperation and coordination among the publicly supported libraries – academic, public, school and special – with the ultimate purpose of providing all residents of the state with equal access to library resources and services necessary to satisfy their varied needs.

The concept of Colorado library systems first appeared formally as a result of a study completed in 1965 by the Nelson Associates of New York, **NEW DIRECTIONS IN LIBRARY SERVICE FOR COLORADO**. This study led to the **COLORADO PLAN FOR LIBRARY DEVELOPMENT** approved in 1966 by the State Board of Education and the Colorado Library Association. Seven public library systems were established in 1966 and 1967.

In 1975 all systems were affected by House Bill 1384 passed unanimously in both Houses of the Colorado legislature. This legislation, CRS 24-90-115, made all types of publicly supported libraries – public, school, academic and special – eligible for system membership as of October, 1976. Thus Colorado became one of the first states to establish multi-type library systems.

RULES FOR REGIONAL LIBRARY SERVICE SYSTEMS became effective in January, 1976, and the position of a State Library consultant for systems was established in July, 1976. Regional and statewide needs were ascertained through the **COLORADO REGIONAL LIBRARY SERVICE SYSTEMS NEEDS ASSESSMENT PROJECT** of November, 1976.

System Services

Services provided to member libraries by the regional library service systems are determined by each system based on regional needs. Examples include:

- coordinate interlibrary loan, using locator files and technology of various kinds to find materials requested by member libraries for their users.
- offer fast communication with toll-free telephone lines and computer terminals.
- consult with librarians and trustees on collection development, policies, methods and problems.
- develop film cooperatives offering films to members by combining resources and providing access to member collections.
- provide continuing education opportunities: seminars, workshops, meetings.
- purchase cooperatively (at the best discounts).
- offer books-by-mail (usually paperbacks) to those without easy access to a library.
- prepare bibliographies and other "locators" to what is available.
- catalog cooperatively by computer.
- provide courier service for the quick delivery of materials.
- publish newsletters and issue news releases to many media.
- give access to data base searches.
- stimulate reciprocal borrowing through which patrons can use libraries even beyond their own taxing or geographical boundaries.
- test innovative programs and technological developments and evaluate them before others spend for them.
- utilize union lists – the catalogs telling which libraries have what books, newspapers and periodicals.

Systems are funded primarily through state funds appropriated by the Colorado General Assembly. Some system services may have a cost to the participating library.

Systems are governed by a membership council and a governing board. The board employs a system director. The councils represent the types of libraries which have chosen to be members, so there is a channel for consideration of various kinds of services.

Networking

Networking is two or more libraries sharing their resources in a **systematic** way. Within Colorado this sharing has taken many forms: pooling professional talent to develop common policy, exchanging views on management or technical problems, cooperating in the purchase of services, equipment, and costly library materials, as well as making interlibrary loans of materials sought by their patrons, which commonly comes to mind when the term, "networking," is mentioned.

The goal of networking is to provide equal access to every patron to whatever part of the total information resources which will satisfy that individual's educational, working, cultural, and leisure needs and interests wherever the material is and without regard to the individual's own location.

In Colorado if the local library does not have the material, the patron's request goes to whatever other library in the system has it; the Colorado Resource Center, (CRC) or the courier services provided by some of the systems. Much of the use of the CRC originates when any Colorado citizen walks into the Denver Public Library for help.

How can a library tap into this network? By telephone, mail, electronic terminals linking systems headquarters and the Colorado Resource Center, (CRC) or the courier services provided by some of the systems. Much of the use of the CRC originates when any Colorado citizen walks into the Denver Public Library and asks for help.

Interlibrary loan, the lending of books and other materials between libraries, is one of the oldest forms of cooperation. To encourage libraries to make their resources available to other libraries the state partially compensates for the costs of lending through the Payment for Lending Program (PFL). The Weld County Library, Penrose (of the Pikes Peak Library District in Colorado Springs), and Garfield County Library are some examples of libraries whose lending enriches library services throughout the state.

Reciprocal borrowing is a newer form of cooperation, practiced in some parts of the state; in reciprocal borrowing the patron's card is honored by other libraries in the agreement; this is particularly convenient for the patron who may reside and pay taxes in one library's jurisdiction, but works or shops in the jurisdiction of a cooperating library which is easier to visit.

Networking costs continue to decline with advances in library technology. It is incredibly less expensive than any serious attempt to make individual libraries even reasonably self-sufficient.

Trustees need to be aware of the benefits to the patron in finding the material wanted quickly and at little or no direct cost to the patron. Finding monetary support to wide and free access to the state's treasures in its libraries can be a most rewarding use of trustees' efforts, dedicated to the best service to all.

On the national level the National Commission on Libraries and Information Services has recommended that a plan be developed for a truly national network to link together state and regional networks.

The Trustees of Colorado Libraries: Their Roles and Responsibilities

The Individual Trustee

Trustees are appointed to a library board to use their knowledge and judgment for the advancement of the library as a service institution for the community. Once on the board, trustees must act as a unit in making decisions, but are encouraged to express opinions and reflect concerns of the people they meet and see in the community.

It is sometimes difficult for individual trustees to wait for the others, to see the validity of differing opinions and to honor the democratic process of majority rule. Interactions are important to the library and its staff; trustees need to set an example of how a group can work together toward aims and objectives without rancor even though there is disagreement.

Officers of the Board

The **PRESIDENT** is elected by the board members to offer leadership and to perform the functions which enable the board to transact its business: preparation of an agenda with the librarian, appearing in the community as a representative of the board, expediting the business of the board by conducting fair and effective meetings and serving as a link to the librarian without trying to run the library or impose personal choices on either staff or board. On advisory boards, the president may be called on to sit in with elements of the governmental unit during planning and budgeting sessions.

The **SECRETARY** is in charge of the minutes and formal records of the board. Minutes may be recorded by someone else, but the secretary reviews them before distribution and is responsible for their accuracy and preservation.

Boards which routinely rotate the officer positions build an understanding of the obligations of being elected to lead. They also avoid charges of domination by one or more persons and create an atmosphere in which all trustees feel needed and comfortable.

In some communities, library trustees hold lifetime posts, often because of exemplary performance and dedication. Some boards tolerate and even encourage this situation, but most boards feel that many people over the years should have a hand in building the library through service on the board. Since library boards in Colorado are small and turnover limited, boards will want to consider how they can extend participation to many interested persons, perhaps through volunteer groups, as Friends of the Library or by service on advisory groups formed by the board to assist in making recommendations.

All boards should guard against the rather common situation where the librarian is a victim of a too-energetic board member. The line between the board as policy-maker and advisor and the administrative role of the librarian should be carefully drawn and reiterated at least as often as there are new trustees to merge into the board.

It is often necessary that a single board member take steps to push the board into being more active. With care, this kind of interest can result in a more responsible board.

To keep a board running smoothly and steadily, the librarian and board president should watch for signs of discontent, provide information and decisions for the board to discuss, create opportunities for the board members to be involved with community groups as representatives of the library and assist the officers to perform their duties without cutting out the remaining members.

A board with plenty to do and an interest in doing it will have little time to quibble or to spend idle time trying to "run" the library.

The trustee on an advisory board understands that it takes time and information to give advice and will work with other trustees to define the role of the board and how it can represent the community.

Finding New Trustees

Library trustees in Colorado are a part of the political process in their communities. A few appointing officials set up criteria and conduct a search for trustees to fill board vacancies, but this is unusual. Commonly, trustees are named because they make known their desire to an appointing official, are recognized in the community as volunteer types or come to mind because of their involvement in some community activity.

Library trustees who have worked hard to create good library service may find it hard to leave the board but should be aware of the need to build the next layer of participation. Many boards make recommendations to the appointors and may provide suggestions on the desired qualifications of trustees. As boards learn to involve community members in planning, volunteering, serving as Friends of the Library and working on projects to benefit the library, they will identify those with the interest level needed to serve on the board.

If the library's policies include a job description for the trustees, that section might serve as a guide to appointing officials in selecting ongoing and new trustees.

The Orientation of a Trustee

The coming of a new trustee offers an ideal opportunity to hold an orientation – not just for one, but for all. All board members can use the review of their functions, the library's current condition and anticipated programs and problems.

Therefore, the orientation should be planned for general consumption, not viewed as "education" for the newcomer.

Orientations can have several parts: a portion of a board meeting, a conducted tour of the library at a convenient time, an introduction to what staff members are doing and a joint venture with the funding body members. Boards should design their own orientations, selecting what is needed currently. The following outline is an example.

Sample Orientation

- Several months in advance of the arrival of a new board member, the board chooses a date, place and time and makes up an agenda.
- Board officers and the librarian gather materials for the orientation: back minutes, the Constitution and Bylaws, the library's policy manuals, the library's plan, a roundup of plans for the current year, a list of staff and their titles, any data on the community that the board is using in its deliberations, membership forms for state and national associations and a selection of lively public relations materials. Add this manual and a list of suggested readings.
- Board members accept assignments for the orientations process: to pick up the new member for this first meeting, to invite other officials, to explain the documentation.
- Library staff is assigned to provide a tour for everyone, to explain their jobs in lively descriptions, to tell what the library is doing for the community.
- The orientation – in one dose or in bits and pieces – is carried out with full board and staff participation. Experienced board members share their concerns and pick up ideas. Newer board members have their questions answered, their knowledge filled in. Newest trustees get an organized look at the library they will be representing in the community.

While boards should select their own emphasis, they usually include a view of how the library works, an opportunity to associate staff faces with their positions, a run-through on how the board does its business and some subtle introduction to the responsibility of the new trustee as a member of a board. For some months after a new member joins the board, orientation should be a part of the "hidden" agenda. A good board president will know when to elaborate on a topic for the benefit of a new member without lecturing or proclaiming the ignorance or a new member.

The purposes inherent in an orientation – a crash updating of the library's business, an understanding of the role of the trustees in a particular library and community and a commitment by all to working together as a board and staff – support the need for requiring an orientation by inclusion in the board's policy manual. An orientation is a smooth and useful way to bring new trustees onto a board that is also reviewing its work to date by organizing the orientation.

A Nugget of Information

The Board Evaluates Itself

Since a trustee board is vital to a public library, its performance is part of the total evaluation of the library.

Boards willing to look at themselves should ask these questions:

1. Is the board functioning as a unit?
2. Does the board have a clear vision of its role?
3. Does the board fulfill all its responsibilities?
4. Does the board stay out of the administration of the library, yet consult with the librarian on how well the library is operating?
5. Does the board meet frequently, using advance agendas and facts and figures?
6. Do individual trustees have a good attendance record and participate in the board meetings?
7. Do trustees accept assignments on behalf of the library?
8. Does the board read and discuss widely the issues facing libraries?
9. Does the board watch for signs of problems and move quickly to cope?
10. Does the board see itself, and act, as an advocate for good library service at local, state and national levels? Does the board lobby and keep up on legislation?
11. Does the board take the time to do a good job: to seek out facts, to involve librarian, staff and community as appropriate, to learn through reading and attendance at workshops, to anticipate and plan for needs?
12. Is the board seen in the community as a vigorous representative of the people in supplying the best possible library service?

The board should set goals for itself whenever it plans a project or program and evaluate how well it meets the challenges.

To Be Involved – Join!

An obligation of library trusteeship is to be informed – and local library trustees are not far from excellent sources of help through organizations in the library field. Groups exist to share ideas and to give guidance as well as to form a leadership level to work for advances in the field.

It is legal to use library funds for memberships in appropriate organizations and for workshops and seminars which are part of continuing education for trustees and staff.

To be involved – in the future of libraries, in determin-

ing and supporting legislation, in learning about problem-solving, in discussing programs and progress, in becoming a more skilled trustee – JOIN!

Information from library groups is channeled through meetings, workshops, conferences, publications and consultation. These organizations offer opportunities for library trustees to learn the latest in the professional world of librarianship, to discuss the specific business and activities of trustees and to assure that trustees are a part of the people making plans for better library service.

The continuing education activities are especially valuable, and trustees who can make the time commitment should be helping to plan programs, serving on task forces and committees and contributing ideas from the citizen/trustee standpoint. (Trustees should be aware of opportunities to increase effectiveness of staff by providing funds and released time for employees at all levels to improve their performances.)

The **Colorado Library Association** (CLA) works on issues and programs about current and future needs of libraries of all types. CLA follows legislation on a continuing basis and has a legislative network to which trustees should belong in order to be involved in lobbying for favorable legislation. At the organization's annual conference in the fall, programs, workshops and membership meetings are designed to share information, discuss problems and work toward the future goals of library services in all types of libraries in the state and nation.

The **Trustees and Citizens Division** of the Colorado Library Association meets during the annual CLA conference with programs of special interest to trustees and Friends of Libraries. Each library board in Colorado should have at least one membership in CLA; trustees able to be active should hold personal memberships, and as many board members as possible should attend the conferences. Libraries with adequate budgets support expenses of their trustees for meetings and pay association dues.

The **Mountain Plains Library Association** (MPLA) meets each fall to bring together librarians and trustees from eight states, including Colorado. MPLA usually meets in conjunction with one of the state library association conferences, bringing special impact about library issues in that state.

The **American Library Association** (ALA) is a 30,000-member national organization open to everyone interested in libraries. ALA speaks for library services and the interests of all types of libraries. The organization meets annually in early summer for a week of programs and interaction, supplemented by preconference and often postconference special seminars and workshops. ALA committees and boards and Council meet at a January session called Midwinter to move along the business aspects of the association and plan for the activities of the units offered to members in a variety of forms, including an active publication program.

The **American Library Trustee Association** (ALTA) is one of the divisions of ALA and has been providing programs and services for trustees (and librarians) since 1890. Some recent workshop titles include liabilities of trustees as officials, combined school and public libraries, funding, the White House Conference on Library and Information Services and evaluation of services and personnel. Publications on topics of interest to trustees, consultation on problems of board operation and management and referral of questions to volunteer trustees who serve as ALTA regional vice presidents are services available through ALTA at the ALA headquarters in Chicago. ALTA also has a list of speakers who are available for programs and conferences. Colorado boards should include at least one trustee membership in ALA/ALTA in their budgets and encourage trustees to attend the annual conference and to participate in committees as time and funds allow.

These organizations may be reached as follows:

Colorado Library Association
Trustees and Citizens Division, CLA
Mrs. Milinda Walker
Executive Secretary
3920 South Truckee Court
Aurora, CO 80013

Mountain Plains Library Association
Joseph R. Edelen Jr.
Executive Secretary
The University of South Dakota Library
Vermillion, SD 57069

American Library Trustee Association
(A Division of the American Library Association)
50 East Huron St.
Chicago, IL 60611

Current information on appropriate persons to reach may be obtained from the Colorado State Library.

Meetings of the Board of Trustees

Although library trustees serve without pay, they are expected to give time and effort to their responsibilities to the library. The knowledge and ability of individual trustees come together in the regular meetings of the board, where trustees are equal and only the board can make a decision.

Kinds of Board Meetings

Most library boards schedule once-a-month regular meetings at times and dates planned and announced well in advance. Regular and special meetings are subject to the requirements of the state open meetings law.

Colorado Sunshine Law

The Colorado Sunshine Law contains four parts: Part 1 – General Provisions; Part 2 – Public Official Disclosure Law; Part 3 – Regulation of Lobbyists; and Part 4 – Open Meetings Law.

Part 4 is quoted below.

"24-6-402. Meetings – Open to public.

"(1) All meetings of two or more members of any board, committee, commission or other policy-making or rule-making body of any state agency or authority or of the general assembly at which any public business is discussed or at which any formal action may be taken by such board, committee, commission, or other policy-making or rule-making body are declared to be public meetings open to the public at all times, except as may be otherwise provided in the state constitution.

"(2) Any meetings at which the adoption of any proposed policy, position, resolution, rule, regulation or formal action occurs or at which a majority or quorum of the body is in attendance, or is expected to be in attendance, shall be held only after full and timely notice to the public.

"(2.1) This part 4 does not apply to any chance meeting or social gathering at which discussion of public business is not the central purpose.

"(2.3) The members of a public body subject to this part 4, upon the affirmative vote of two-thirds of the entire membership of the body, may hold an executive session only at a regular or special meeting and for the sole purpose of considering any of the matters enumerated in subsection (2.5) of this section or the following matters:

(a) The purchase of property for public purposes, or the sale of property at competitive bidding, if premature disclosure of information would give an unfair competitive or bargaining advantage to a person whose personal private interest is adverse to the general public interest. No member of the public body shall use this paragraph (a) as a subterfuge for providing covert information to prospective buyers or sellers.

(b) Conferences with an attorney for the public body concerning disputes involving the public body that are the subject of pending or imminent court action;

(c) Matters required to be kept confidential by federal law or rules or state statutes;

(d) Specialized details of security arrangements, where disclosure of the matters discussed might reveal information that could be used for the purpose of committing, or avoiding persecution for, a violation of the law;

(e) Determining positions relative to matters that may be subject to negotiations with employees or employee organizations; developing strategy for and receiving reports on the progress of negotiations; and instructing negotiators.

"(2.5) All meetings held by members of a public body subject to this part 4 to consider the appointment or employment of a public official or employee or the dismissal, discipline, promotion, demotion, or compensation of, or the investigation of charges or complaints against, a public official or employee shall be open to the public unless said applicant, official, or employee requests an executive session. An executive session may be held only at a regular or special meeting of the public body and only upon the affirmative vote of two-thirds of the entire membership of the body.

"(2.7) Prior to the time the members of the public body convene in executive session, the chairman of the body shall announce the general topic of the executive session as enumerated in subsections (2.3) and (2.5) of this section.

"(2.9) The limitations imposed by subsections (2.3), (2.5), and (2.7) of this section do not apply to matters which are covered by section 14 of article V of the state constitution.

"(4) No resolution, rule, regulation, ordinance, or formal action of a board, committee, commission, or other policy-making or rule-making body shall be valid unless taken or made at a meeting that meets the requirements of subsections (1) and (2) of this section.

"(5) The minutes of a meeting of any such board, committee, commission, or other policy-making or rule-making body shall be promptly recorded, and such records shall be open to public inspection. The minutes of executive sessions authorized under subsections (2.3) and (2.5) of this section need only reflect the general subject matter of discussions."

The Colorado Sunshine law further states that it is declared to be the policy of this state that the formation of public policy is public business and may not be conducted in secret. (CRS 24-6-401)

During a building program or while a special project is being worked on, the board may decide to meet frequently. Care must be taken that adequate notice is given and that the open meetings law is observed.

Committees of the Board

Many boards prefer to operate by forming standing and special committees: other boards prefer to work as a committee-of-the-whole.

Committees can be useful to expedite work, gather facts, confer with the staff and consult in the community. They have no authority to take action but make reports and recommendations to the board. However, as open meetings laws apply to committees, they may make casual meetings difficult from the legal viewpoint. If committees are used, they should be given a precise assignment or function with built-in reporting dates.

When the board functions as a committee-of-the-whole, it does "committee" work as a part of its agenda.

Individual members of the Board may be assigned to gather material for presentation to the board, and librarian and staff are also used to provide information and recommendations.

A Nugget of Information

Describing the Trustee Position

Few library policy manuals contain a description of the job of trustee. Such a description is useful to the board in thinking through its role in the community – and to appointing officials when they must name new trustees.

SAMPLE: Each trustee of this library board is expected to contribute individual knowledge and opinions to the board discussions, but to accept majority rule and to make decisions only as a member of the board.

Trustees should be prepared to carry out the responsibilities assigned by state law and local policies. They should help to create conditions under which a staff can operate the library to meet the needs of the community. The advice they give to the librarian and to the parent governmental unit should result from solid discussion of the problems and the facts.

The board should expect to stand up for its recommendations, which must be designed to advance the library's services. The board will need to do planning for the future of the library, do public relations so the people will know what is offered and could be made available, set goals and objectives which the community can use in rating and supporting its library, study what other libraries are doing, participate in continuing education opportunities, support state legislation, understand the library's financial situation and plan for adequate support and evaluate the library's progress and programs.

Prospective trustees should be told that to be a trustee is time-consuming, responsible and exciting. The board, the staff and the community are the responsible persons whose support makes the library a valuable institution.

Agendas

The bylaws of the board, or custom, or a guide to board procedures should specify who prepares the agenda and how it is made available in advance of the meeting. The best agendas are those developed jointly by the board president and the head librarian, both of whom consult, respectively, with other board members and staff. It is good practice to ask at each board meeting what items a member may wish to have placed on the next agenda.

Whether board meetings will be long and boring or efficient and challenging depends on the president, and on the board's acceptance of the role of the chair. The presiding officer can make sure that the agenda lists items in the order of their interest and importance so that essential matters get first and most alert consideration.

A strong president can move quickly through items of a traditional agenda, dispensing with the reading of distributed minutes and requiring written, advance reports on routine items, but the trend is to make best use of trustee time with the **high-interest agenda.**

Traditional Agenda

(Based on Robert's Rules of Order)

Roll Call

Routine Matters: previous minutes, statistical reports, financial reports, etc.

Correspondence to the Board

Reports of Standing Committees

Old (unfinished) Business

Reports of Special Committees

New Business: librarian's report, etc.

Adjournment

High-Interest Agenda

Roll Call

New Business: librarian's oral report, announcements of workshops, update on library programs, etc.

Unfinished Business

Reports of ACTIVE Committees

Routine Matters: previous minutes for acceptance or amendment, statistical/financial reports.

Correspondence to the Board

Adjournment

Agendas should be made available in advance, together with documents and explanatory material. A concise notation on the agenda explaining an item will equip trustees to deal quickly with minor items and save time for in-depth discussion of interesting and important events and plans.

Sample Annotated Agenda

AGENDA: GREEN COUNTY LIBRARY
BOARD OF TRUSTEES

The regular meeting will be held at 8 pm July 30 at the library.

Roll Call

New Business:

Head librarian's oral report on library activities with recommendations to the Board.

The head librarian reminds the Board that it should announce the resumption of regular hours.

The head librarian recommends to the Board that it reopen its discussion of having the library open on Sundays.

Announcements:

Public relations workshop first Saturday in October; 10 a.m. – 3 p.m. Plainfield Library. Fee: $5.00 includes lunch. The librarian recommends that one staff memeber and one trustee plan to attend.

New high in attendance at the summer travelogue series. However, the librarian recommends establishing a fee for this series next year and earmarking any profit for travel books.

Immediate Attention Needed:

The librarian has authorized temporary repairs to the air conditioning unit. However, additional work is needed. Specifications have been prepared, and the librarian recommends a bidding procedure through the office of the city manager.

Unfinished Business:

Trustees Frost and Brown: Report on workshop attended in June.

This report on the workshop on trustee liabilities as officials was deferred from the last meeting because of time problems. The trustees will be recommending that the question of specific liabilities be placed on the next agenda and that an attorney be asked to advise the board.

Committee Reports:

Circulation Desk: Trustee Smythe asks that the report of the committee to contact the high school about making a circulation desk be postponed because it has been impossible to be in touch with the school during the summer.

Personnel Policies: The document will be available for distribution and such action as the Board determines.

Minutes of the Prior Meeting:

Copies were mailed to Board members.

Statistical Report:

Attached to the mailed minutes.

Financial Report:

The librarian has prepared the usual budget comparison and invites questions. (Copy attached to agenda).

Correspondence to the Board:

None has been received.

Discussion of next month's agenda items.

Adjournment

There will be a budget and work session at 7:30 p.m. August 20, as previously planned. The next regular meeting is at 8 p.m. August 27.

Ground Rules for Board Meetings

The board should agree on its rules and procedures and put them in writing. New trustees, often uncertain about how to participate, should receive this information as part of their orientation.

The classic Robert's Rules of Order is useful, but often frustrating unless the entire board is skilled in using them. A board might adopt some general statements, such as these:

To handle business expeditiously at meetings of the board, trustees are asked to:

- limit presentations to five minutes in most cases and present reports in writing and in advance when possible.
- limit opinion statements to three minutes.
- listen attentively to others.
- refrain from interrupting another member.
- be on time and stay until the end of the meeting.
- notify the librarian of an expected absence or tardiness.
- attend regularly. (The board should consider recommending removal from the board when a member is consistently absent without excuse. Three consecutive meetings might be the standard).
- treat as confidential matters disclosed in legal executive sessions.
- know enough parliamentary procedure to assist in moving the meeting along with timely motions and correct methods of raising and disposing of issues.
- hold to a high standard of ethics.
- follow all board rules and procedures which carry out the law.

A Nugget of Information

What Should The Librarian Tell the Board?

Library board service, which should be exciting and enjoyable, is often cramped by board meetings which are repetitious and dull. Whose fault?

Boards which are expected to advise, to make recommendations, to catch and cope with problems, to plan and promote, need information. Trustees supply ideas from their community contacts. The librarian supplies background and facts on which decisions are made.

The board has the right to expect the librarian to:

- supply such data as the board needs to know to be completely informed about the library's status and activities. Routine figures, like circulation data and financial records, should be standardized in format, presented promptly and interpreted by the librarian.
- provide background facts and figures for making recommendations, including data used by the librarian in carrying out the job. If the librarian has made a recommendation to the municipal manager, the board should know the genesis of the idea. (The best librarians involve the board in such decisions).
- raise questions and expose problems as soon as they arise so that the board can contribute to solutions.
- be honest about the library's successes and failures.
- make the board members the best informed people in the community on what the library is doing and what it could do.
- ask the board members to serve as community representatives in gathering information on what users think, what needs are not being met, how well the library is performing.

Minutes

Minutes are the official record of a board's action and must be kept accurately, held on file and made available for public inspection.

In its Bylaws, the board should determine what officers it needs, in addition to the legally required president and secretary. The secretary should be responsible for taking notes as a basis for writing or editing the minutes. Often minutes are recorded by a staff member so that all trustees are free to particiate fully in discussion. In that case, the board's trustee secretary may wish to keep check notes and to help in the prompt preparation of the minutes.

Minutes are basically a record of ACTION taken and topics discussed. Useful minutes will record major points from a discussion. Increasingly, meetings are tape-recorded so that reference can be made to a discussion or point. Minutes become the legal reference of board activity, so they must be put in writing, circulated for reading and comment and then adopted on a formal motion.

Rarely are board meetings recorded verbatim. Occasionally, an attorney may recommend this, but it is otherwise an expensive and inhibiting process.

Committees need not keep minutes, but notes are desirable when recommendations are considered for action by the board.

For easy reference, minutes should be streamlined in format and style. Items need not be recorded in strict chronological order, but many secretaries find it easy to use the title of the agenda item as a heading for that portion of the minutes, and it is useful to underline or otherwise set apart the motions dealt with by the board.

Those motions that establish policy should be transferred at once to the board's policy manual.

A listing of members present and absent and the convening and adjournment times are required, to show a quorum and the beginning and end of formal business.

The board should state to whom copies of the minutes are to be sent in advance of the board meeting at which they will be considered for adoption or amendment. Usually, minutes go (before or after adoption) to the concerned public officials, the staff bulletin board, media and the president of the Friends. After approval, a copy should be placed in a permanent file and ultimately minutes should be bound by years.

NOTE: The recording of votes is handled differently by different boards. On matters of controversy or policy, it is best to record names and vote. If a member abstains because of a conflict of interest, that should be recorded as a protection to the member. If a member is late and does not participate in early votes, or leaves before voting is through, that member is protected by recording arrival and departure time in the sequence of the minutes.

Indexing of minutes is useful, and could be done by a volunteer. This helps in finding motions of past meetings and creates an historical record.

Sample Minutes

These sample minutes are offered to permit comparison of an acceptable "short" style and the conventional longer report. Boards should discuss the amount of detail deemed needed and assist the secretary in developing a format which satisfies the members of the board.

I. "Reference" style minutes, recording actions together rather than in sequence.

Green County Library Board of Trustees

Minutes of the Regular Meeting of July 30, 1979.

8 p.m. – Green County Library
Present: Trustees Frost, Brown, Smythe, Clarke (arrived 8:40 p.m.)
Absent: Trustee Otte

Next Meetings: Budget and work session: August 20, 7:30 p.m.
Regular Meeting: August 27, 8:00 p.m.

ACTIONS TAKEN (All passed unanimously unless otherwise stated).

1. **Minutes of the meeting of June 18, 1979,** accepted as distributed.
2. Green County Library **financial reports** for the

period ended June 30, 1979, were studied and accepted on a motion by Brown, seconded by Clarke.

3. June library use **statistical reports** were studied. The Books by Mail project terminated July 1, 1979. Board action previously taken to end this project.
4. **New circulation desk** – A motion by Smythe, seconded by Clarke, was approved 3 to 1 to ask the high school cabinet-making class to build a two-person circulation desk for $1,500 by June, 1980. Materials will cost $800 and labor $700. Specifications are a part of these minutes. Trustee Frost asked to be recorded as voting no because he feels the business should go to a local merchant.
5. **Personnel Policies** – Copies of the revised Green County Library **Personnel Policies and Procedures Manual** were distributed. Since the hour was late and the trustees' mental and sitting abilities diminished*, a motion by Smythe, seconded by Frost, to postpone for study was approved unanimously.

Report of the Librarian

1. **Recording of Green County Library Music Records** – The County Librarian announced that library and personal music records can not be copied on the new recording equipment, which is to be used for archival purposes only.
2. **New copy machine** – The County Librarian reported obtaining telephone approval from three trustees (Brown, Clarke, Smythe) to rent a larger and improved copy machine. The machine will cost $255 per month; income is estimated at $333 per month. This machine will photocopy catalog cards, thus saving the labor costs of duplicating them by typing.

   WARNING: Boards should have in writing a procedure for taking a telephone vote. This should be done rarely, only in emergency and subject to verification at a meeting. Such votes may violate the open meetings law.

Other Reports and Discussion

1. **Friends of the Library** – Solicitation of renewal of memberships in the Friends, at $10, will start on schedule in September.
2. **Paintings in the meeting room** – The Green County Library obtains large and small reproductions of good art from the Three Rivers System for loan to patrons. These paintings have been stacked on the floor near the music record bins. Trustee Frost recommended hanging them on the walls of the meeting room. The board concurred.

NOTE: Boards often make minor decisions by consensus.

ADJOURNMENT – 10:45 p.m.

II. Conventional Minutes (formal, but correct)

Red County Public Library, Redson, Colorado

Minutes of the meeting of the Board of Trustees held Monday, April 16, 1979, Red County Public Library.

ROLL CALL:	The meeting was called to order at 8:10 p.m. by Mrs. Laura Piper, President, who declared a quorum.
Present:	Mrs. Laura Piper, President; Mrs. Sue Cully, Secretary, and Trustees John Pfier, George Bond and Sara Stephens.
Absent:	None

Also present were Head Librarian Richard McNally and various persons in the audience.

1. **Minutes of the meeting of May 21, 1979,** were amended as follows: Page one, paragraph three should read: Mrs. Cully arrived at 8:35 p.m. (instead of 9 p.m.). Mrs. Stephens moved for approval as amended, seconded by Mr. Pfier; all voted yes.
2. **Statistical Report** – Head Librarian Mr. McNally presented the monthly statistical report as follows:

Books circulated	3459
Tapes circulated	94
Pictures circulated	62
Other materials circulated	235
Total hours open	120
Receipts from fines	$ 32.00

   Mr. Bond asked how many pieces of sculpture are being borrowed now that this collection is in place. Mr. McNally said that interest in the collection is growing slowly and that 15 pieces were borrowed last month. Mrs. Piper asked if there has been any damage. Mr. McNally said part of the headdress of the Egyptian figure was chipped when the borrower bumped into a door but felt there was little evidence of the damage.* Mr. Bond asked if there had been further trouble with the tape recorders. Mr. McNally said he had located a new repairman who charged less and that all units are now operating.
3. **Financial Report** – Mr. McNally reviewed the financial report as distributed with the agenda. Trustees had a number of questions for clarification. Questions having been answered, Mrs. Cully moved that the report be accepted and filed for audit, seconded by Mr. Bond. All voted yes. A copy of the report is a part of these minutes.
4. **Correspondence** – Mr. McNally read two letters addressed to the board. One, from Mrs. Laura McLaughlin, curator at the municipal museum in Redson, asked the library to provide copies of the board meeting minutes for the archives. The board discussed whether this would cause any problem. On a motion by Mrs. Cully, seconded by Mr. Bond, all voted yes to provide the Redson municipal museum with copies of the approved minutes of all meetings of the library board.

   A second letter, from Mr. Arthur Mose, asked

the board to remove from the library shelves and seek a refund of the purchase price of the book ANIMAL FARM. The board reviewed its policy on censorship and agreed by consensus to retain the book and to so inform Mr. Mose, reminding him that he can fill out a standard complaint form if he so wishes, thereby setting in motion a formal review process as stipulated in the censorship policy.

5. **Reports of standing committees** – Mrs. Piper noted that all standing committees have been asked whether they wished to be on the agenda and that the Building Committee has submitted a written report on its preliminary explorations on the site and plans for a new library. Mrs. Piper suggested that questions be asked and that a special board meeting be set at which to talk in detail about the proposal.

   Mr. Bond moved, seconded by Mrs. Stephens, to meet one hour early prior to the next board meeting for the purpose of discussing preliminary stages of a building plan and that the Community Advisory Committee be invited to join the board. All voted yes.

6. **Old Business** – Mrs. Piper noted that the agenda had one item of unfinished business, the question of holding a reception for the county council and other local officials. Mr. Bond said he was not sure of the purpose of such a reception and thought any cost might be challenged in view of plans for building.

   Mrs. Piper said the Public Relations Committee had recommended such a reception to show officials the limitations of the present library. Mrs. Cully said she would be glad to furnish cookies and felt that punch or coffee would not be expensive. She also said she felt the board had to have support of the officials for the new building and it was none too early to get started.*

   Mrs. Cully moved, seconded by Mrs. Bond, to authorize the president to name a committee to plan and carry out a reception for local officials on a date to be selected that is not in conflict with the board meetings. All voted yes.

7. **Reports of special committes** – The special committee on legislation asked time to report. Chairman Mr. Bond said he and Mrs. Stephens had met with the librarian and staff to learn about the Colorado Library Association's plans for a Legislative Day in Denver. The committee also received information on the bills being supported by CLA. Mr. Bond distributed a summary of the legislation and gave a brief description of the effect of each proposal on the Red County Public Library. The special committee recommended that the board support the legislative activities of CLA by paying expenses for two trustees and two members of the staff to attend Legislative Day. He estimated the cost at $300 if all go in one car. Mrs. Piper asked if any trustees would be available on the date; Mr. Bond and Mrs. Stephens indicated they could go. Mrs. Piper asked that the recommendation be put in the form of a motion.

   Mr. Bond moved, seconded by Mrs. Cully to authorize expenses for two trustees and two members of the staff to attend Legislation Day, the trustees to be Mr. Bond and Mrs. Cully and the staff members to be designated by Mr. McNally. All voted yes.

8. **New Business** – Report of the librarian: Mr. McNally said that although the hour is late, he would like to make a brief report updating his written summary of the past month's activities. He said he was happy to announce that the position of librarian for reference has been filled. Ms. Catherine Swanson of Spirit Lake, Iowa, will arrive for work by May 1. He summarized her qualifications and said he would introduce her at the next board meeting.

   Mr. McNally reported on a workshop on accountability held last week and said he would provide copies of some of the material distributed for board use. He was sorry that no board members were able to attend and hopes that several would be able to go to the coming seminar on evaluation of library services. He said he was generally happy with the performance to date of the new staff members. He also noted that the board, at its next meeting, should begin work on the budget.

   There being no further business to come before the board, the meeting was adjourned at 10:45 p.m.

Audience Participation at Board Meetings

Trustees often ask how to handle audience participation at board meetings. This is a matter for board policy so that treatment of interested citizens does not vary from meeting to meeting.

Generally, there is merit in inviting questions or comments from the audience **when time permits**. It may be advisable to state in written policy that a certain time period be allocated for audience comment. The presiding officer should announce at the beginning of the meeting what that policy is and how it will be appied, such as holding comments to a question period.

Boards which use advisory committees of course invite full participation when meeting as a committee, but the pace and progress of the business meetings should be preserved by anticipating audience participation and having ground rules.

Sample Policy on Audience Participation

It is the policy of the board to permit audience partici-

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* Since minutes are an historical record, they may be enlivened with comments if the board has no objection. Unless the board has an official historian, its minutes may be the only record of the background for decisions.

pation in discussion and questions from the audience during a 10-minute portion of the agenda set aside for this purpose. This policy can be altered by the board when it is obvious that longer discussion is needed. The time limit for comments from an individual will be three minutes.

A Nugget of Information

Encouraging An Audience

For many library boards, there is no problem with audience participation – because there is no audience. Trustees yearn for more community and media interest in the library.

To encourage an audience,

- Send the board agenda to the media and follow up with a phone call of invitation. Post in the library copies of news articles.
- List organizations with a special interest in library services (PTA, League of Women Voters, service organizations, etc.) and suggest that they name an observer to attend library board meetings.
- Invite the Friends of the Library to sit in with the board.
- Carry the schedule of board meetings in newsletters, book marks and other items distributed to the public, and post board meeting dates and agendas in the library and, if possible, in other governmental offices.
- Make room on agendas for special comments from interested persons and organizations; invite representatives to respond to specific programs.
- Use advisory committees and involve them in appropriate meetings.
- Bring a friend to each meeting and discuss better relations with the public on the way home.
- Invite members of a nearby library's board to join you – and make an event out of this occasion by inviting your public officials.

Goal Setting and Planning

The major reason for having a library board is to draw on the knowledge of representatives of the community to make plans and set goals for the library.

Each library is different because it serves a specific area, a special group of persons and needs within its service area. It is the responsibility of trustees and staff to devise ways of knowing the community so that the library can meet needs, select priorities and plan for the best possible services.

Goal Setting – A Process

What is the role of the library? Which of its services are the most important in a given community? What does the community expect of its library?

These are among the questions the library board and staff should ask as they work out statements expressing long range goals and short term objectives.

Goals should be based on knowledge of the community – demographic makeup, physical boundaries and use of the land, aspirations of the people, financial capacity, history and projections for the future, organizational patterns and priorities people place on services they want.

Trustees usually bring to board service a knowledge of certain aspects of the community through involvement with activities and people. A representative board will have a head start in melding the knowledge of individual members into general concepts of the community and its needs.

There are formal ways to find out about the community: the survey, the questionnaire, the interest sheet, the public hearing/discussion, the interview. Boards can make interesting and productive contacts with the people they serve by selecting a technique for talking to the community and using the information gained to change, expand and develop the library's role.

For example, the board may wish to hold a public meeting, well-publicized in advance, to talk about the future of the library. Key community groups can be asked to prepare short statements of services they expect; trustees and staff can be prepared to show what libraries are doing locally and elsewhere, and media may be expected to cooperate by carrying opinion blanks or airing some of the debate.

(This type of "speak-out" was used successfully in Colorado prior to the White House Conference on Library and Information Services.)

Fact and opinion-gathering are essential steps to producing a set of goals for the library.

After ample discussion – public, trustees, staff – goals may be stated, followed by objectives, which are the stages to be achieved in reaching a goal.

A Sample Goal Statement

GOAL: This library wishes **to facilitate the use of its resources** by building an adequate building, increasing hours of service, hiring additional professional staff and giving greater publicity to what it has available.

OBJECTIVES:

1) In the first year, the library board and staff will begin planning for a new building.
2) In the second year, the budget will be drawn to provide for the library to be open no less than hours per week.
3) In the third year, the budget will be drawn to provide for the hiring of a qualified (reference), (children's), etc., librarian and supporting staff.
4) In the first year, the board and staff will plan for and initiate an expanded public relations/information service.

Other goals might be to expand the materials available, with identification of what materials will be offered; to provide training opportunities to staff and trustees, with a

policy on paying expenses; to start a literacy program, with a time schedule for offering classes, materials and services, and to cooperate with others, starting with the commitment to work with appropriate agencies and other units of government.

Goals should include statements of what the library expects to do, including the "normal" functions as seen by the board.

Planning

When the setting of goals has been accomplished, the basis for planning has been laid. Planning is simply the process of moving toward goals by designing steps and stages.

PLANNING will also bring out goals and alter those which have been set because planning has a factual base and injects reality into the procedures. Plans need not be overly detailed, except when specific steps are undertaken. It is enough for a plan to set out actions which the board will begin to take to achieve goals. Then detailed planning takes over as the board selects elements of the broad plan on which to work.

For example, a library's written plan may include a commitment to adding space for library purposes. When the time set for beginning this project arrives, detailed plans are formulated to include such decisions as whether to add to a building, renovate or both. A building program outlining the functions of new and old space, a service program outline suggesting not only space needs but material and personnel requirements and a detailed budget with projections of resources will be part of the plan that is in an action phase.

Boards **plan** whenever they make decisions. Decisions should be consistent with a plan which the board has prepared to use as a guide.

Plans also determine priorities. A board which has planned to add staff, for example, will have to find the funds or make hard decisions about moving funds within the budget.

Help?

Help in the planning process can be obtained from the library system, other libraries, the state library or a consultant hired by the board. For example, a space use consultant, a building consultant or a financial consultant may be used to assure the board that it has made good decisions.

Planning assistance can be generated from the community by calling on individuals with special qualifications (a city manager, for example), a committee from community groups, agencies of state and federal government (for census data, for example), or a college or university (which might assist in drawing a survey).

The plan should show knowledge of the community, be practical while still anticipating better things, make use of the latest and best examples of library services, carry a time table so that plans move rather than wither, provide for review and change and be addressed to the community which uses the library so that support for the plan is part of its start.

Elements of a Plan

A check list might include

- a statement of the goals and objectives of the library.
- a timetable for addressing both objectives and goals.
- moderate details of the services and programs anticipated.
- estimates of the costs involved.
- supporting data: surveys, census and studies.
- provision for evaluation of the plan and review for changes.
- identification of priorities.
- projections of resources, including funding.

Trustees and Budgets

In preparing public library budgets, the board and librarian need to consider such broad categories as those listed below. A city or county may require using a general preprinted form for final submission, but trustees should determine that all possible categories are covered.

Estimated Sources of Income:

- mill levies
- appropriations from the General Fund
- state grants
- federal revenue sharing
- employment and training grants
- contracts for furnishing services to a neighboring city, county or for a state service
- income from fines, damaged materials, photocopying charges, etc.
- interest on investments
- rent on properties
- donations from patrons

Estimated Expenditures:

- salaries
- benefits (Social Security, retirement, workmen's compensation, health insurance)
- materials – books, periodicals, recordings
- utilities
- building maintenance – janitorial service, insurance, repairs
- equipment
- other items: memberships, travel, printing, postage, supplies, binding

Capital Expenditures:

- usually a major building project, expansion or remodeling.

(Adapted from "Public Library Budget Procedures" in **Flickertale Newsletter**, a publication of the North Dakota State Library, V. 12, No. 4, March 15, 1980.)

The Trustees' Role in Evaluating Library Services

Public libraries in Colorado have trustees for a number of purposes – community representation, citizen direction of a public service and guidance toward meeting community needs are among them.

An important additional role is the function of **evaluation.**

Evaluation is the continuous process of examining how well the public library is performing based upon criteria, guidelines, plans, public opinion and response and a host of tools for rating the library and encouraging its development as an integral part of the lives of the people served.

Why trustees? Because it is their job to produce a responsive library and therefore their job to monitor how the library is doing and how well it performs as a public service.

Evaluation Tools

Trustees have access to a variety of tools for evaluation.

Standards are qualitative and quantitative listings set up as targets to help libraries measure themselves against criteria generally accepted by the profession. Standards include such measurements as the number of trained librarians, their qualifications, salaries and job descriptions; books and materials in quantities and types deemed adequate for the population served, and services thought to be minimal and more for libraries of various sizes and resources. Standards may be national, state or local. Libraries use standards as goals in their planning, adjusting to local conditions. In many states, minimum standards become requirements for state aid to libraries.

Guidelines are usually less strict and static than standards. Because public libraries serve local needs, they prefer to use guidelines rather than hard and fast standards. An example is the GUIDELINES FOR PUBLIC LIBRARIES being developed by the Colorado Library Association. This publication will offer statements against which a library can be measured: adequate and convenient housing for the library, adequate and predictable funding, membership in a regional library service system, a wide choice of materials and having a selection policy, for example. Through the use of guidelines, trustee boards and staff will be able to pinpoint areas where improvement is needed, adopt new goals and shift plans and priorities as necessary to achieve the desired levels.

Community goals are being discussed as the newest and best way for libraries to set their own standards and aspirations. The Public Library Association, a Division of the American Library Association, is involved in pilot studies of a project to assist communities in self-study leading to specific and locally designed standards for the individual library.

The first study, **A Planning Process for Public Libraries** is by Vernon E. Palmour, Marcia Bellassai and Nancy V. De Wath of King Research, Inc.

Another, **The Public Library Mission Statement and its Imperatives for Service** defines four conditions in contemporary American society that influence public library services: runaway social change, information overload, egalitarianism, and energy depletion.

A third, **The Process of Standards Development for Community Library Service** completes a trio of documents usable by library trustees.

Community residents are being involved in examining their needs and the time schedule and support for reaching local goals.

Community Needs Assessments are being performed by many libraries in order to determine needs. A base technique is the use of census data. As the 1980 census data become available, they will be used to identify change and help to set directions suited to the area served.

Professional library staff, trained to relate to the community and working with people as the library is used, are excellent sources of evaluation techniques. Staff persons see the immediate needs of people, know how far the library can go in meeting needs and have the know-how to go about improvements.

COLORADO LIBRARY STATISTICS, published regularly by the State Library is useful in making comparisons with libraries of comparable resources and service areas.

Library boards sould expect to be in the business of evaluation at all times. Trustees are assessing each time they discuss new programs, continuing and new services, community reactions and board and staff development. Their first concerns as trustees should be for the overall performance of the library as a unit and the adequacy of the head librarian and his or her management. And boards should evaluate their own performance as well.

Consultants may be useful to libraries evaluating themselves. Librarians of other communities, help from the Colorado State Library, assistance from the regional library service system and community task forces using local abilities may be called upon for pieces of an evaluation.

Evaluation should never be seen by the staff as a one-time, unannounced critical opportunity. Continuing evaluation is not upsetting if staff knows that its work will be reviewed for its effectiveness and merit at all times.

Evaluation must be based on some knowledge of purpose and need, preferably on goals worked out and understood by the board-head librarian-staff triangle with help from the community and the parent unit of government. Short term objectives state achievements desired within an abbreviated period; long term goals express down-the-road desires toward which progress is slower. Movement to both levels can be measured in an evaluation.

The consequences of evaluation are either satisfaction or change. If the library's plan proves to be pie-in-the-sky, it can be made more practical. If circumstances have slowed progress toward goals, the goals can be adjusted in quantity and time. If the library has slowed in its movement, it can be stimulated. If the librarian is seen as ineffective, he or she can be counseled, given further training, warned or fired. All are forms of evaluation. If the board sees its own failures, it can redesign its approach to the job of being trustees.

If the library encounters resistance, lack of support or poor standing in the community, it can be brought round by trustees and staff working together.

The Process of Evaluation

Evaluation begins when goals and objectives are set or reviewed. Trustees should set schedules for discussing how the library's total operation is progressing. The head librarian should be expected to present evaluations when reporting on programs, projects and service. Trouble spots can be identified early if the librarian shares with the board the problems which arise in carrying out any program. The best remedies are those found through early diagnosis.

> It is important to say a word here about the current public attitude toward governmental services. Inflation is only one of the reasons why people are expecting government to economize and to deliver excellent services at a reasonable cost. Libraries are part of the battle to make public services cost-effective and to see that as many people as possible share in the services. This situation compels good evaluations and hard decisions as well as greater sharing of information through expanded public relations.

The following steps in the evaluation process may be useful to trustees wanting to examine their libraries in orderly fashion:

- Use goals, objectives and plans as the basis for evaluation. Don't start without some measurements.
- Set reasonable time schedules for achieving goals and objectives and review progress frequently.
- Ask the head librarian to evaluate facets of the library's operations at each meeting of the board.
- Insist that the head librarian ask for and listen to staff reactions and suggestions. Encourage realistic evaluations but do not drop programs just because they are slow to grow.
- Decide what data are useful in evaluation, such as circulation figures, head counts, telephone inquiries and attendance figures. Consider a spectrum of figures, not just books moving in and out.
- Consult the public, perhaps in small ways such as a modest survey distributed to patrons or an organized telephone survey. Look for hints on what is liked and used and what is questioned.
- Learn what other libraries are doing in similar situations. Has a comparable library developed a successful outreach program? If you are moving in that direction, find out how it was done.
- Invite staff to make choices. What programs or services can they defend as being most valuable? What might they see as dispensable in favor of a new idea?
- Be sure that the head librarian is evaluating programs and staff. Libraries attract fine people as employees, but their effectiveness needs to be considered and rewarded.
- Evaluation is not criticism. Carry on evaluations routinely and without threat so that board and staff are cooperative rather than barricaded in their communications with one another.

A Nugget of Information

The Vocabulary of Evaluation

SAY . . . WE are going to develop a system of on-going evaluation of how well all of us are doing in reaching the goals of this library.

. . . WE will be using evaluation to help us decide where to use our funds for the best possible service.

. . . WE will share the results of our general evaluation with the public, but evaluations of people will be private and protected.

. . . WE will evaluate from time to time the job descriptions and task divisions in this library.

. . . WE will be adding and subtracting goals and objectives from our planning as we discuss our progress. WE will all be involved in making recommendations for change.

. . . WE view evaluation as part of our compact with the community to give the best possible service and to be sure that we know what is best.

. . . WE welcome discussion and will provide the opportunities for all of us to participate.

WE, the trustees, the board as a unit, the administration and staff, involved local officials and the community.

The Trustee and Public Relations

Library trustees are people selected from the public to serve as representatives with the purpose of assuring good performance from a public institution – the library. Relating to the public is thus very much a trustee's job – one usually called public relations.

Public relations should be a planned effort to influence opinion through performance – never a coverup, never faked, never untrue. Public relations (PR) includes publicity through the media and other channels, but the most important phases directly involving trustees are direct relationship with the people and "reverse" reporting from the public back to the library. Excellent service is the best PR – but only if people know about it.

Trustees can improve public knowledge about libraries by

- employing a librarian who is highly motivated to relate to the community and who will hire and train staff to be aware of the importance of public relations.
- insisting that the library have a planned public relations program (and playing a part in carrying out the plan).
- evaluating public relations effort frequently and adding ideas often.
- undertaking a personal PR program – talking about the library at every opportunity.
- searching for ways to make the library an important part of the life of the community by service, change, innovation and adaption.
- making sure that the library is an inviting place,

that the staff is skilled and courteous and that the resources are as good as possible.

- standing up for the library's needs when funding is discussed and as communities do planning for public services.
- listening to the community and relaying ideas (and complaints) to the librarian.
- encouraging the development of Friends of the Library, of volunteer programs where suitable and of stimulating programs and services involving a variety of groups in the community.
- attending workshops and conferences to learn about best library practices and to share ideas.
- bringing newer members onto the board and assuring broad community representation on the board.
- volunteering to be visible as a trustee – to make a speech, write a newsletter article or build the library float for the local parade.

Trustees who are negative about change, discouraged about prospects, critical of staff performance, supportive of censorship, lax in fulfilling the duties of trusteeship or ignorant of the library's status and service and programs have an adverse effect on the library's standing in the community.

The best public relations for libraries by trustees is in the obvious attention the trustee gives to the position and the enthusiasm the trustee conveys. The trustee who is pleased with participation builds public pride and awareness, even for libraries currently inadequate.

Doing PR – The Trustee Version

Trustees are ideal PR representatives. They move about in the community, see many people from many walks of life, need to know the community in order to function well as trustees and generally have the know-how to see where the trustee touch is needed to support the library.

It's **Public Relations** for a trustee to:

- let acquaintances know you are a library trustee and include that position when you are cited by other groups or appear in press stories.
- carry announcements of library programs and events with you at all times.
- cultivate members of the legislative body so they know of your continued interest – and of the library's needs.
- be on the lookout for your successor.
- join other community activities and share library developments.
- make a library announcement at every organization meeting you attend.
- meet the editor and the radio/TV producers and suggest cooperation with the library to benefit the community.
- include a discussion of PR on every library board meeting agenda so that trustees and staff mesh their efforts to showcase the library.

Finding and Keeping a Head Librarian

This section is written in full knowledge of the fact that in many communities the head librarian is hired by the parent governmental unit, sometimes under forms of civil service over which the library board has no control. (See Home Rule, Page 4).

However, an active and insistent advisory board **CAN** have a role in choosing the head of the library – and legislative bodies and managerial personnel usually expect the library board to handle this function as part of overall responsibility for speaking for the library.

Any search for a head librarian begins with a description of the job, and trustees should labor over that description because it will form the basis for evaluation and for the health of the library under the person chosen. Trustees should devise a realistic job description. It should include as precisely as possible what the librarian's responsibilities will be – not just "day-to-day operation of the library" but other requirements based on needs the board has expressed in its planning.

The description will confer full control of administrative functions but also address the specific talents the board sees as needed at the time – ability to do public relations, experience in a speciality (such as use of computers if the library is entering that phase), or capacity to handle a building program. The more precise the description, the better will be the responses and the interviews.

But the more the board wants in a head librarian, the higher the price it will need to count on paying. Many boards will seek certain attitudes and general abilities rather than persons with precise experience. (Remember that building consultants can be hired on contract).

Word of the job opportunity should be widely disseminated – to the library press for advertising the position, to schools of library science, to the state library, the state library assoication and any "hot line" on openings. The board will need to decide whether it wishes to promote from present staff. The usual procedure is to let current employees apply and compete.

Before reviewing the responses to the advertising, the board should agree on how many applicants to interview in person, whether expenses will be paid and on what dates the board members can assemble to conduct interviews. The Board may wish to use a committee to screen the applicants, but the entire board should agree on the functions of this committee.

It is important that the board agrees on the questions it will ask **every** candidate. Even if the person interviewed is obviously not the one the board is looking for, that candidate should be given the courtesy of a full interview once selected to be seen. All candidates should be notified when the job is filled.

If a **manager** or other municipal or county person is doing the job search and interview, he or she should be asked to include library board members in the selection process. The questions developed by the board can be provided to

the manager as a basis for the interview.

What the board is looking for, of course, are enormous talent and experience at a modest cost. Boards which start with that goal will be unhappy. The trustees should discuss, well in advance of posting the position, exactly what requirements are important and which can be waived. "Three years of experience" is arbitrary. Wouldn't enthusiasm and a record of achievement be as good a gamble? Younger candidates, newer graduates, will move on, but there is great value in having their ideas for a time. Librarians learn on the job; so a specific experience in a young career may not be so important.

Try the telephone for a first interview. Make an appointment to call the candidate. Put two board members on the line and follow a script of questions important to the board. Write down the answers without interrupting the flow of conversation. Some candidates will not mind if the conversation is taped. Since librarians ought to "be good on the phone," the telephone interview is fair and provides a basis for inviting the candidate for an in person session.

The board does need to be satisfied that its head librarian can handle the job, work with the staff, relate to the community and has the appropriate knowledge and training. Attitudes, experiences, enthusiasm and interest may be just as important as [illegible] years at a reference desk or a stint as a bookmobile librarian or even tenure during a building project.

When the board decides on its choice – or the head librarian is chosen by another process – the new person should sit down with the board and have an opportunity to suggest the ways in which he or she can best serve the library. The board and the final candidate should agree on any changes in the job description and share any problems before the contract is signed. The board should discuss freely its goals and plans and reveal its problems. The new librarian should not pretend to perfection and should ask for guidance on directions the board wants to pursue immediately.

The most productive long-term relationships between a board and the head librarian grow out of a good base established early. The board should not hide a staff problem and should tell, for instance, that the coming big project is a building.

Grievance Procedures

The board and the librarian should agree on a procedure for handling differences. Perhaps the personnel manual already has a process. If not, procedures should be worked out before there is trouble.

Elements of a "grievance" plan for the librarian who works with a board may be spelled out in civil service rules within the municipality or county. Otherwise, these procedures work well:

1. The librarian reports to the board as a whole, not to an individual trustee.
2. The board reserves the right to carry out regular evaluation procedures based on the job description and on progress toward goals and objectives of the library.
3. The board expects regular reports from the librarian showing the progress and problems of the library.
4. Differences in policy or understanding of performance are not allowed to grow but are dealt with by the board and librarian as problems occur.
5. The board can provide a private opportunity to discuss a personnel problem without violating open meetings regulations.
6. When a problem does not fit somewhere in the established policies, the creation of a policy on the matter is effective in dealing with the problem and avoids personalities.
7. Individual board members noting problems with the librarian should ask the board to set aside some time for discussion. It may be appropriate for the librarian and the complaining trustee to tell their stories separately.
8. The librarian should know that to ignore problems is to cultivate them to full-blown proportions. Board members should watch for the blossoming problems and call for discussion before it is too late to do more than harvest bitter fruit.
9. Arbitration may be considered as a resort if differences are leading to dissolution.
10. If the board and librarian part, it is with professional announcements and courteous treatment.

Good hiring practices will not only find the best possible librarian for a particular library but help librarian and board to see the job ahead and join comfortably in the work.

In Summary, to hire a new head librarian:

1. Develop a realistic and up-to-date job description.
2. Discuss the kind of person and talent needed for the library at this time.
3. Make the job opportunity known widely.
4. Select several candidates to be interviewed and ask the same questions of each.
5. Bring the favored candidate in for a final interview before hiring, at which time the job description can be amended or interpreted by both and the board can warn of any problems and establish how it wishes to work with the librarian.
6. Provide the new person with as much information as possible – plans, budgets, library history, community information.
7. Establish some check points at which the board discusses progress with the librarian and offers assistance and advice.
8. Describe the evaluation of the head librarian which the board will do and invite the librarian to add to it and to suggest the time schedule.
9. Give the librarian all the leeway he or she needs to show ability. Recognize achievement and minimize criticism during the crucial break-in period.

A Nugget of Information

The Firing of a Librarian

Library boards and other responsible groups often have trouble deciding when and how to fire a librarian. Experienced trustees are mindful that the best way to avoid the problem is to hire carefully, being as sure as possible that a person of the right competence and flexibility has been hired with a clear job description and considerable knowledge of what the library is trying to do in the community.

But if fire you should, these steps may ease the process:

1. Don't let a final straw force the decision. Ongoing evaluations will help to make a decision which is professional rather than emotional.
2. List the reasons why it is felt that the current librarian is not right for the job. Share that list with the librarian and give that person a chance to change and to respond. But set deadlines.
3. Have the courtesy to make known the firing FIRST to the librarian, not to the community in rumor. Discuss with the librarian how best to handle the process and what kind of announcement is to be made. Unless you are firing with a cause such as drunkenness on the job or a single unforgiveable incident, move slowly so that the librarian can make plans while you move toward searching for a new person.
4. Be prepared to defend your action, and be sure it has been taken by proper procedures and notification. Almost any employee can raise a support group. Trustees should acquire appropriate documentation pertinent to the employee's work history, evaluations, progress reports and any other facts relating to the employee's position. Employer and employee alike are eligible to resolve a disagreement by due process of law in accordance with established rules and procedures.
5. Go over the present job description with the librarian who is leaving, and then with the board. What went wrong may have been related to imprecise or unreasonable job requirements. Change the description before searching for a replacement.
6. Meet with the staff to announce the decision, but do not share details. Describe the search process and emphasize any problems which the staff should solve before there is a new person on the job. If staff members are to be considered for promotion, they should know now to apply for the job.
7. When interviewing for a new librarian, be honest but not personal about the failure which opened the job. Be especially careful in the interview process to clarify any questions and expose any problems.
8. Resolve to work more closely with the new librarian to catch problems as they first appear. Agree on how to make effective evaluations.
9. Step down your expectations if they have been too high for the available talent or the salary or the budget. There are no perfect librarians – only effective workers who can help the board to juggle its expectations – budget – programs.
10. Avoid secrecy but practice protection of privacy in the firing process. Partings may not be amicable but they can be handled professionally.

A Sample Recruitment "Ad"

Our community, serving 5,000 people in a rural area and a small town, needs a head librarian, probably a recent graduate of a library school, to grow with a lively library board to give better service. We have money and land for a new building and are waiting for a new librarian to help us plan. Our store front is open parts of six days, and we have two part-timers and an organized group of volunteers. We belong to a system and encourage continuing education for our trustees and staff.

We can pay $10,000 plus benefits, but that's a big part of our $29,000 budget and we'd want our librarian to know how to stretch the dollars and help us work for better funding.

Our goals are to serve the community at its convenience with as much "access" as we can provide at home and through cooperation.

Our new librarian should feel comfortable in a small town, plan to be visible as an important person in the community, be well-organized and realistic about what can be done, but enthusiastic about doing the job. MSLS preferred but not required. Experience debatable. Call or write.

Advertising For The Director of a Larger Library

An advertisement for a head librarian in a larger community would be more formal and would outline the technical aspects of the library service: population and description of the area served, staff size and annual budget.

The advertisement would specify the advanced degree required, the number of years of staff and/or administrative experience, the kinds of management and leadership skills required, and salary range. It would also reflect the highlights and succinct points of the job description.

Legislation and Lobbying

Because most public libraries are supported by public funds, their funding sources are determined by state law. See Financing Public Libraries, Page 6.

Knowing the laws affecting libraries is first priority for trustees. They should be familiar also with proposed changes, the progress of legislation recommended or developed by the Colorado State Library and the Colorado Library Association and with national legislation. Trustee boards should put "Pending Legislation" on their meeting agendas and develop positions and plans for working on needed laws.

Since the Colorado State Library and the Colorado

Library Association provide a mechanism for developing legislation, they should be kept informed of local problems which might have legislative solutions. Local boards are encouraged to comment, suggest and provide input on proposed legislation.

While major legal bases for libraries deal with structure, governance and money, other laws affect libraries. Trustees will want to watch the progress of laws on censorship, fair access to public services, building design requirements, energy regulations, availability of local and state documents and affirmative action.

In Colorado, as in other states, there are specific steps in the legislative process. Trustees can acquire printed material on how bills become law, on names and addresses of elected officials and tips on how to lobby from organizations like the League of Women Voters.

Trustees should regard their boards as legislative bodies, for the policies made or recommended by trustees do indeed become the "laws" under which libraries operate.

Lobbying

Lobbying is the process of telling the decision-makers in government what individuals and groups feel about issues. Unless lobbying – by telephone, mail and personal contact – takes place, a local official, a state legislator or a member of Congress does not know how constituents feel and what kind of representation they want.

The most effective lobbying is personal – the direct knowledge and experience of a person or organization offered as assistance to the official who must cast an informed vote.

Libraries need lobbying – to be sure that the needs of the people served by libraries and the needs of libraries necessary to offer the services are known and heeded.

To Lobby Effectively:

- Have the facts and figures, on what is needed and what will happen if needs are not met, clearly in hand.
- Offer facts and figures in interesting, concise and dramatic ways. Make them mean something to the target of the lobbying. Show the effects on the legislator's home territories.
- Get to know the officials from the time they show an interest in politics until the time they hold top jobs. Keep in touch about libraries and other issues of interest to the office-holder.
- Build support in the community among persons who are influential but may not hold office.
- Work with groups in planning a lobbying program. Friends of the Library often begin with a campaign for a new building. That support is a form of lobbying because it seeks to convince. Through programs for other community groups, create a reservoir of knowledgeable people who can be called upon to help.
- Work year-round with the funding sources. Involve them in library programs and visits and in the library's future plans and goals. Ask for help in solving problems.
- Inform the staff of legislative committees and councils. They often draft legislation or question proposals. Aides to legislators are knowledgeable about issues and attitudes and can assist in planning the opportune time for new legislation.
- Encourage the state library association in its legislative activities. Help to support a full-time lobbyist. Participate in "legislative days." Be a part of the network that responds when action is needed.
- Involve patrons. Users of library services can be the best lobbyists for keeping libraries healthy.

Trustees and the Building of a Library

Most communities aspire to having an attractive and adequate library, and it is the board of trustees which can achieve this goal through planning and the development of community interest.

A building is a major investment and need must be seen before steps can be taken toward design, site and financing. When the library has a long-range plan, it can determine when to acquire a site and when to begin the detailed planning that will bring need and building together at the right time.

These questions can help a board work its way through the building process:

- On whom can we call, such as the Regional Library Service System, to help in our planning?
- Do we have need for a new building, an expansion, a relocation or remodeling? How do we know?
- Is this the right time to consider building? If not, when is the projected start?
- How do we inform the community of its needs for library expansion and recruit support?
- As we plan, are we planning for needs well into the future as well as immediate solutions?
- What are the elements of our building process plan and what kinds of professional help will we need and when?
- Do we need a bond issue to finance our project? What other sources of financing are available?
- Will we be providing a pleasant and inviting building with a good location and ease of access? Will the building be energy-efficient and efficiently organized? Have we consulted with staff?
- What will be the staffing requirements for the new facility? What will we have to make available in materials?
- What are the financial commitments: base cost, debt service, staff and materials?
- Will we need to hire:
  - a qualified building consultant?
  - a qualified architect chosen from several applicants?
  - legal assistance?

– financial consultation?

- Are we meeting all zoning and building requirements? Have we planned for access for the handicapped, adequate parking, landscaping and future expansion space?
- Have we made a plan for the building that includes financial facts, handling of bids and supervision of building, furnishings, a time schedule, drawing of good contracts and insurance?
- How do we keep the community informed and involved as construction progresses?

The decision to build (or renovate or relocate) should be taken on the basis of facts showing need for more or better space. Consideration should be given to, for example, a joint public and school library, a shift to a better location, future adequacy and wise use of available resources. Be sure that a NEW building is the real answer. Sometimes better storage, a different floor plan, renovation (or joining a co-operative system) will work.

Policies and Policy Manuals

Library boards make policy almost as often as they vote on matters concerning the operations of the library, the management of staff and the board's own structure and procedures. Even "advisory" boards make policy to the extent that their decisions are controlling. Some policy is contributed, for example, in home rule communities and from the boards to which the library trustees are accountable.

Decisions which are meant to be followed as policy should be recorded in a policy manual for guidance and reference.

No board should adopt intact the manual of another library, but there are common elements to consider, and a good wording is worth copying.

Before producing or altering a policy manual, the board should ask, "What is the purpose of a policy manual?" Discussion of this question usually leads to three policy statements: a board manual, library policies and a personnel policy manual.

The Board Manual should be a slim collection of:

- Constitution and/or Bylaws*
- Board procedures not appearing in the Bylaws, such as the method of providing agendas, the budget process, the preferred format for the minutes and guidelines on trustee memberships and expenses
- Policy statements on the role of the board, such as an expanded list of responsibilities and a definition of the role of the board and of the librarian as they interact.
- Current (and perhaps comparative with past years) budget.
- Current minutes

This document, supplemented with information on library programs and problems, becomes the basis for the orientation of new trustees and a reference tool for the board members.

The Library Policy Manual determines how the library is to be run and should be developed by staff and board and then read by all staff members, especially those newly employed. It should contain **policy** (how-to-do statements on repetitive actions) on most of the following:

- History and development of the library
- Goals and objectives of the library
- Government of the library:
  - Authority and responsibilities of the board
  - Sources of financial support
  - Administrative structure
  - Affiliated agencies (such as local units of government and the library district)
- Materials acquisition:
  - Book and materials selection policies
  - Responsibilities of the librarian for selection
  - Freedom to Read and Library Bill of Rights statements
  - Handling of complaints
- Circulation and Registration:
  - Geographical service area and eligiblity for borrowing
  - Registration requirements and forms
  - Standard loan periods; Renewal policy
  - Fines and charges: overdue schedules
  - Return of library materials; Damaged items
  - Non-book materials circulation policy
  - Non-circulating materials
  - Handling money
- Public Services:
  - Division of services: children, adult, young adult, extension, etc.
    - goal statements for each
    - types of resources offered/planned
    - programs desired
  - Extension Services: branch libraries; deposit stations
    - bookmobile services
    - homebound service, books-by-mail, etc.
  - Special Services: to the blind; to the handicapped

* For a sample Constitution and Bylaws, see Appendix, page 41.

		to institutions
		to non-residents
		local history materials
	General Services:	interlibrary loan
		photocopying
		reserves
		meeting room use
		exhibits/displays
• Non-Public Services:		Selection of books and materials: criteria*
		Gifts to the library
		Controversial items/special problems
		Labeling
		Complaint procedure
		Disposal of old materials

*In different libraries, the book and materials selection policies may include separate statements on books, text books, newspapers, pamphlets, periodicals, fiction, religion, records, films and special selection policies for branches and bookmobiles.

• Technical Processes:	Functions of the department
	Cataloging books
	The public catalog
	Classification decisions
	Repair of books and materials
• Business Office:	Purchasing policies
	Paying and receiving
	Bids for equipment and services
	Handling of payroll
	Expenses for mileage, etc.
	Telephone and switchboard operation
	Use of the library telephone
	Delivery services
	Handling of mail
	Lost and found
	Staff parking
	Public parking, including areas for the handicapped
	Inventory
	Insurance
	Maintenance services
	Use of library equipment and vehicles
	Vehicle maintenance
	Security
	Emergency procedures
	Audit
• Library Departments:	Chart of structure of organization of the library and the flow of authority
• Personnel:	Authority for hiring and hiring procedures, including affirmative action plan
	Position classification plan and pay scales
	Job descriptions
	Employment procedures, including probation periods, tenure and evaluative procedures
	Pay policies, including overtime, merit increases, frequency of payment
	Hours of employment: schedules including meal and rest periods, holidays, sick leave, authorized leave, military leave, jury duty, time to vote
	Employee benefits: insurance, pensions, etc.
	Grievance and appeals procedures
	Termination of service: resignation, dismissal, suspension, retirement, death

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In home rule communities, many of these policies will apply to all employees of the municipality. It is still important for the library to have a collection of policies for use by the trustees and employees.

The Library's Plan should be included in each manual.

Manual Reviews: Usually, policy manuals are open to change at any time, but periodic reviews should be scheduled to be sure the manuals are up-to-date, reflect the best thinking about library functions and progress and are clearly written. Periodic reviews should have input from the board, staff and perhaps an advisory committee. Watch for policies which may be subject to comment from the funding body.

Affirmative Action

State and federal laws require that all governmental units adhere to certain affirmative action prodecures designed to give equal opportunity for employment and promotion to all.

So that the community, the library administration and employees understand the meaning of affirmative action, adoption of a policy statement/program is recommended.

This sample is supplied by the Pueblo Regional Library.

Sample Affirmative Action Statement

Whereas, the Library has consistently striven to hire qualified individuals regardless of race, color, creed, sex, national origin or on the basis of handicap, and

Whereas, the Board of Trustees of the Library wishes to insure that the present policy of equal employment opportunity for minorities and for women shall continue to be the policy of the library, and

Whereas, the Board of Trustees of the Library wishes to assure qualified minorities and women of opportunities for employment at the Library;

Be It Resolved that the following affirmative action plan be and is hereby adopted:

1. **Active Recruitment Policy**

   The Library shall actively recruit members of minorities and women who meet the job requirements established for vacant job positions. All vacant job positions which are to be filled will be registered with the Colorado Division of Employment. All vacant job positions in management or administration (librarians, associate librarians and assistant librarians, hereafter referred to as professional positions) shall be registered with the Colorado State Library and advertised at and through the American Library Association; at university, college and professional schools whose library programs have been accredited and in the following publications: LIBRARY JOURNAL, L. J. HOTLINE and AMERICAN LIBRARIES.

   All announcements of vacant positions will contain the following statement, which is to be put in bold print in the center of the page at the bottom of the last page of the announcement.

   E E O M/F Employers – Minorities and women are encouraged to apply.

   All employees will be informed by postings on the employees' bulletin board, of all scholarships, fellowships, grants, loans or other financial assistance available for professional training in the library sciences at any university or college accredited by the American Library Association.

2. **Job Application and Hiring Procedure**

   a. The library will review the current qualifications established for each major job classification, administrative and managerial; librarians, library associates and custodial. After the review the library will then alter the qualifications, if necessary, so as to establish for each job classification the minimum skill and educational requirements necessary to fulfill the needs of the position.

   b. The library will review the present application forms for employment. After the review the library will amend the present forms, if necessary, to eliminate all terms, phrases, sentences or paragraphs which would prejudice the chances of a woman or of a minority group member of securing employment.

   c. The library will prepare a list of questions to be used in interviewing all job applicants. The questions on the list will be designed to test an applicant's qualifications. Special attention will be given to insure that the questions are not prejudicial to minorities or women.

   For each major job classification the library will prepare a number of objective tests which are to be given to all employees seeking a particular position. The tests will be objective and designed to test only job qualifications. The tests shall include, but are not limited to, the following:

   - alphabetically filing 75 library cards which contain chances for the most common filing errors.
   - a listing of questions concerning general concepts, names and movements of importance or prominence in the social sciences, literature, business and other fields concerning which the library would have books, magazines and documents.

3. **Training**

   The library will provide on-the-job training for all employees. The training will be designed to increase and improve the skills necessary to fulfill present and future requirements of the employee's current job position. The on-the-job training will be designed also to increase the employee's skills for purposes of promotion.

4. **Evaluation of Efforts to Provide Equal Employment Opportunities**

   The library management and staff will create any and all forms necessary to aid in evaluating the library's success in recruiting and selecting minorities and women to fill major job classifications. Once the necessary forms have been created, they will be put into use periodically to enable the library to fulfill its equal employment opportunity goals.

   In furtherance of the objectives of the foregoing affirmative action program is hereby designated the Affirmative Action Officer of the Library, and it shall be his/her duty to oversee and direct the accomplishments of the goals and purpose set forth above.

(Such action may be taken by the Board of Trustees under its legal powers to "adopt such bylaws, rules and regulations for its own guidance and for the government of the library as it deems expedient . . .").

Intellectual Freedom

The Right To Kow
The Freedom To Read

Intellectual freedom and the right to read are basic to the roots of democracy and of prime importance to the trustees of public libraries.

The public library has been traditionally a bastion in the defense of the First Amendment of the U. S. Constitution. Challenges to the Bill of Rights have thrust trustees and librarians into the battle to preserve for all Americans the freedoms inherent in the right to seek knowledge and information.

Each library trustee must be knowledgeable on the meaning of intellectual freedom or be buffeted by breezes as well as by the gales of public disagreement which can arise over selection of books and materials for libraries.

Libraries may become targets for groups which object to materials already in the library, or complain about what has not been added, or object to the use of the library by certain groups. The would-be censors or arbiters of what others should have can rally support and attack the library for doing what it is supposed to do – present a wide variety of opinions and a good choice of reading or viewing to suit the needs and tastes of many individuals in the community.

Only informed trustees are able to meet the challenge and respond to the trust placed upon them by their positions. Library boards should hold discussions on what procedures to use when attacked, read and discuss the questions of censorship and intellectual freedom and work closely with librarian and staff to develop written statements and policies.

Basic procedures recommended by the American Library Association are to:

1. maintain a definitive policy on selection of materials and on use of library facilities.
2. establish a clear method of handling complaints.
3. maintain lines of communication with civic, religious, education and political bodies in the community.
4. operate a vigorous public relations program on behalf of intellectual freedom.

Written policies are a protection to the library and to the public. They also provide continuity in procedure as trustees complete their terms and as staff members change positions. These "handling" policies should be available to the public, perhaps posted in a prominent location in the library.

Establishment of a valid material selection policy and program is essential. Such a statement is needed to promote collection development and as a defense to challenge by the censor. Libraries are not able to purchase everything, but they can develop a good selection of books and other materials meeting broad needs of the community.

The First Amendment of the U. S. Constitution states:

"Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances."

Many court cases have dealt with these simple words. Library boards with access to legal advice would do well to have an attorney review applicable decisions and interpretations.

A Sample Selection Policy

Selection policies should develop from recommendations of the staff discussed by the trustees and involving knowledge of the total community. This is a SAMPLE policy for a town of about 10,000. The town's library board should discuss the community's needs and interests so that the librarian best understands the expectations outlined in the policy.

Materials Selection Policy

It is the responsibility of the librarian to select all materials for this library, using professional judgment and training, staff consultation and knowledge of the community's needs and interests. The librarian is encouraged to seek the advice of special groups, such as artists, collectors, businesses and age groups. It is the policy of this library to purchase materials in many forms, including books, periodicals, audio-visual elements, art works, microforms and original documents and art works as appropriate. It is the policy of this library to represent many shades of opinion in materials purchased, as well as the specific needs of groups and individuals as practical.

Generally, purchases will be about per cent non-fiction, per cent fiction and per cent reference. At the beginning of each budget preparation period, the librarian shall present an analysis of the current collection and recommend the distribution of funds between and among such categories as shall be established to improve the overall resources of the library.

This library subscribes to and hereby adopts the LIBRARY BILL OF RIGHTS and the FREEDOM TO READ STATEMENT as adopted by the American Library Association, and the FREEDOM OF ACCESS statement as adopted by the Colorado Library Association.

Confidentiality of Library Records

The American Library Association strongly recommends that the responsible officers of each library in the United States:

1. formally adopt a policy which specifically recognizes the circulation records and other records identifying the names of library users with specific materials to be **confidential.**

2. advise all librarians and library employees that such records shall not be made available to any agency of state, federal or local government except pursuant to such process, order or subpoena as may be authorized under the authority of, and pursuant to, federal, state or local laws relating to civil, criminal or administrative discovery procedures or legislative investigatory power.
3. resist the issuance or enforcement of any such process, order or subpoena until such time as a proper showing of good cause has been made in a court of competent jurisdiction.

(For details on statutes on public records in Colorado, see CRS 24-72-201, **Public Records**, Part 2, **Inspection, Copying and Photographing.**

Policy On Use Of Library Rooms

Libraries with meeting rooms and other facilities which can be made available for public non-library use should have statements establishing who may use the rooms. This is the decision of an individual library, based on hours of availability, length of use, cost to the library and demand. For example, many libraries are happy to have political groups meet in the library; others exclude this kind of use.

Where possible, the library should welcome groups taking on controversial issues; use of the library by such groups does not make policy for the library.

It is quite appropriate to specify hours, determine whether food or beverages may be served, whether there is a fee for janitorial services, public use of bulletin boards, etc.

Patron Complaints

Complaints in the area of intellectual freedom should lead first to a dialogue between the librarian and the patron(s) making the complaint. The librarian should explain the function of the library, go over the materials selection policy and show how the questioned material fits into the library's policy.

If this does not resolve the question, a formal review procedure should be available for patron use. The process begins with a written request for reconsideration of library materials.

Sample Complaint Form

Request for Reconsideration of a Book or Other Library Material

To the person requesting reconsideration: Library policy requires that complaints be filed on this form so that the complaint can be discussed in detail. Copies of the library's materials selection policy and other documents bearing on this complaint will be made available to you. Thank you for taking the time to provide needed information.

Author _____

Title _____

Publisher or Producer _____

Request initiated by _____

Telephone _____ Address _____

City _____ Zip Code _____

Requester represents:

individual _____

organization Name _____

other group Name _____

Check one item: ___Book ___Paperback ___Magazine ___Pamphlet ___Picture ___Film

___Other _____

1. Specifically, to what do you object? (Cite pages, instances, etc.) _____

2. What do you feel might be the result of reading, hearing or seeing this material? _____

3. Is there anything good about this material? _____

4. Did you read the entire book or examine the entire item? _____

   What parts? _____

5. Are you aware of the judgment of this material by professional critics? _____

6. What do you believe is the theme of this book or material? _____

7. What would you like to have your library do about this material? _____

Date _____ _____

Signature of complainant

(For additional comments, use reverse of this sheet.)

IMPORTANT: The library board must decide how it wishes to handle complaints BEFORE complaints are presented. The policy should give the precise method of dealing with complaints, including the forms, a time schedule and whether or not a hearing is to be held. There should be identification of what group makes the final decision, usually the entire library board acting as a unit.

Library boards faced with complaints will find natural allies in the media, with their concern for freedom of the press, and usually in professional educators. Boards should discuss possible problems, produce a procedure and then work with community groups to stress the library's position on controversial materials in general.

If a **review committee** is to be used in the process, it should have lay as well as professional members. Since the final decision (short of court action) lies with the governing body, all evidence and facts should be available to that board. Trustees may be called on to give an opinion to a governing body, and they should seek opportunity to do so as part of their responsibility to protect the freedom to read. In Colorado, where many boards are advisory, the board is expected to help the governing body understand library responsibility and policy in assuring a free flow of information to the community.

The Right To Read

Access to **information** through libraries has been rather well publicized in recent years, but one aspect – **literacy** – has received minimal attention. The right to read is useless without the ability to read. The American Library Trustee Association is one organization which is attacking the problem of illiteracy through the efforts of public libraries. These efforts include instruction in reading in libraries, acquisition of special materials for the new reader, bilingual instruction and materials, introduction to useful information in non-print form and leadership in helping communities to form literacy programs.

Intellectual Freedom Policies

The American Library Association has taken the leadership in developing, adopting and promoting uniform statements of policy in the area of intellectual freedom.

Texts of the following documents are included in the Appendix of this manual:

Library Bill of Rights
Freedom to View
Freedom to Read

Record the Name of the Chairman of your Friends Group Each Year

Friends of the Library

Who Are Friends?

A group of persons concerned about the library may form under the name **Friends of the Library**, or any other name which expresses the purpose of the group.

Why Have Friends?

Friends groups set their own purposes consistent with the needs of the library and the role they desire. These objectives are samples of such purposes which indicate the usefulness of Friends.

1. To create public support for and knowledge of the library's programs.
2. To gather together interested persons to augment the work of the library trustees in
   a) gaining support for library improvement and expansion.
   b) creating public awareness of the library's programs and possibilities.
   c) providing financial support beyond the library's budget capacity.
   d) encouraging gifts, endowments and memorials for the library's use.
   e) campaigning for better facilities and collections.
   f) sponsoring cultural programs for the community.
   g) participating in public relations activities in the community.
3. To work for library legislation and appropriations at the local, state and national levels.
4. To speak for the community to funding bodies.
5. Sometimes, to form a volunteer group for various tasks the library cannot support from its budget of personnel resources. (See Volunteers, Page 39).

Who Joins the Friends?

Friends groups are open to all and frequently muster memberships from persons who do not reside in the library's service area. Most Friends groups have dues, often token in nature. Often the dues schedule allows for large contributions from corporations, organizations and individuals who wish to offer significant support.

Friends, like the library, are interested in a broad base of community support and encourage all interested to join and become active.

How Are Friends Groups Organized?

The library may decide that it needs friends and invites active patrons or community leaders to form a planning committee. Or interested persons may see the need and form a committee to organize.

The planning or organization committee will make preliminary arrangements, setting a time and place for a meeting, inviting members of the community through many forms of publicity and direct communication, selecting a temporary chairman and planning the agenda for the first meeting.

That agenda might include a welcome from the planning committee leadership, the president of the library board and the librarian; an explanation of the proposed purposes of the organization; a resolution to form the group and agreement on a follow-up meeting at which bylaws can be adopted and officers elected. (A planning committee may decide to achieve all this at one meeting, but it is usually best to hold a following session so that word of the organization can get around and additional persons can participate).

At that next meeting, a set of bylaws can be presented for adoption, dues can be set, charter membership periods identified and officers elected. The establishment of regular meeting requirements would be part of the bylaws, but the responsible group should plunge ahead by determining near-term dates.

What Kind Of Bylaws Is Needed By Friends?

Because Friends will raise and spend money, they will need formal bylaws. Samples may be obtained from the Colorado State Library and other sources, and Friends must consult with an attorney (a volunteer?) on state and federal requirements for incorporation, record-keeping and reporting.

The bylaws need not be formidable, but should have this minimum list of elements:

- Name of the organization
- Membership requirements (Leave the amount of dues to periodic review)
- Board and officer structure
- Meeting requirements for board and for the total organization
- Statement of purposes

Many bylaws contain extensive descriptions of standing committee functions: these may be included but are best omitted until it has been determined what committees are really needed. Providing for a board and methods of nomination and election is a priority.

What About Committees?

The division of Friends work into committees depends on the purposes and size of the group. Structure is likely to evolve from projects and may best be left to determinations as the organization works out its functions.

While committees need not be named or defined in the bylaws, all committees when established should have a "charge," a written description of purpose and duties and reporting requirements. A standing committee, such as a nominating committee, is a continuing committee, while an *ad hoc* committee is one formed for a special purpose (to run an art show, for example) to terminate when the responsibility is completed.

Many Friends groups are comfortable having few meetings of the full membership but working in committees which meet frequently.

Useful committees may be:

- **Executive Committee**: The officers, probably, plus the chairmen of standing committees, may be given authority to act for the full board, or it may be the full board.
- **Standing Committees: Membership,** to recruit constantly, to keep records and mailing lists, often to issue a newsletter and provide hospitality at meetings; **Program,** to plan interesting opportunities for the public and to sell tickets and make other arrangements related to holding programs for the public and for the membership; **Public Relations,** to develop channels for news about the Friends, to assist the library with its public relations and publicity, to help organize a speaker's bureau and to work on finding talent (such as artists) willing to help when the library calls; **Fund Raising,** to plan for ways to raise money and to recommend the establishment of special committees to carry out some of the plans.
- **Special Committees: Special or project commitees** work well because members can be selected for their special talents and interests. Members may be assigned to develop a volunteer program, sponsor a Junior Friends group, give special services such as delivery to the home bound, prepare a grant proposal – any activities which the **Friends** and the library find useful in promoting the use of the library to the community.

What Is The Relationship Of Friends To Trustees And Librarian?

When Friends volunteer to help the library, it is with the assistance and cooperation of the library board, librarian and staff, all of whom should have a part in discussing the needs which might be the subject of work by the Friends. Friends should not expect the staff to have available unlimited time to work on projects; the board and librarian should discuss and determine how much time, money and personnel can be woven into the Friends efforts.

Trustees have legal governing responsibilities, including making policy and recommendations. The librarian carries out the library's policies and has charge of the staff. Friends cooperate with both but interfere with neither.

Some Friends groups provide for direct liaison between the trustee board and the Friends organization. One trustee may be assigned to meet with the Friends; a Friend may serve as observer at library board meetings.

Where Are The Sources Of Information About Friends?

The Colorado State Library is a good source of ideas on how to organize a Friends group and of suggestions for suitable activities. Regional library systems can discover and share techniques and ideas from Friends activities in the area.

The American Library Association publishes a newsletter for Friends groups and individual members, a publication available by subscription from ALA, 50 E. Huron St., Chicago, IL 60611. ALA also publishes a kit of materials covering organization and suggested activities for Friends.

There is now a national Friends group called Friends of Libraries, U. S. A., which plans expansion; of organization and services through its headquarters at ALA.

Volunteers In Libraries

In an era of shrinking tax dollars, libraries look for ways to continue a quality level of service and meet new needs in a cost-effective manner.

Turning to volunteers is one way to achieve service without underusing the abilities of the professionals; to offer programs and services which could not be arranged within staff time and to involve members of the community in an important and satisfying public service.

Volunteers can work at the circulation desk, check reserves, shelve books, maintain picture files, keep up with the details of loan or deposit collections in such places as nursing homes and community centers, inspect and show films, and set up exhibits and displays. Volunteers can conduct story hours and arrange discussion groups for parents while children are busy. They can hold coffee hours and learn to conduct tours of the library. They can locate persons who can offer programs and help with arrangements and public relations. (A volunteer who will come in regularly to write press releases or radio spots is a find!)

Volunteers are excellent in making telephone calls, managing clerical details, keeping up historical files, working on oral history projects and, in regular meetings called for the purpose, offering suggestions and techniques for volunteer involvement that assists the staff.

Volunteers who understand what they are to do and find the work needed are usually reliable. But the library should define volunteer work in clear job descriptions so that there is no intrusion on staff responsibility, no misunderstanding about the role of the volunteer and no doubts about what is to be done and within what rules.

The staff member who works with volunteers should have an interview with each volunteer. (Sometimes the Friends undertake to coordinate volunteers in cooperation with the staff). The librarian needs to know what the individual volunteer can do: talents, interests, time available, expectations. The volunteer needs to be offered an assortment of opportunities and to understand that there are commitments and responsibilities in accepting assignments.

Where the number of volunteers is large and the responsibilities growing more complex, there should be an orientation and a period of on-the-job training.

The volunteer should be free to turn down a job; the library should be free to control assignments and to release volunteers unable to do the job.

Training or orientation includes a tour of the library, understanding of the library structure and procedures, access to written material covering the policies and details of volunteerism and a break-in period on the specific job.

It is easier to work with groups of volunteers, holding meetings at which members can thrash out problems, make suggestions and recommend improvements. Standards for volunteers should not be lower than if the job were performed by a hired staff member. Indeed, many volunteers have superior qualifications for the jobs they will take on.

While staff members may resist management of volunteers because of the time involved and, sometimes, the feeling that employees should be doing the job, they will find a properly managed volunteer program an excellent contact with the community and often the only way to keep up with public demand within a budget.

The volunteer has the right to expect that there will be evaluation, recognition of achievement and increased responsibility. Out-of-pocket expenses should be reimbursed. There should be regular and sincere "thank-you's" to those who are willing to give their time and talents.

Of course, it is undesirable to fill a regular position with a volunteer. Libraries need to reach for the kind of budget necessary to support the goals and objectives of the library, and a volunteer-run library is only a temporary expedient.

Volunteers who see the library's work on a day-to-day basis become the best supporters of the need for adequate, well-paid staff.

An excellent reference in the area of volunteerism is THE EFFECTIVE MANAGEMENT OF VOLUNTEER PROGRAMS by Marlene Wilson (Volunteer Management Associates, 279 S. Cedar Brook Road, Boulder, CO 80302).

Appendix

Library Board Constitution and Bylaws

Colorado law permits a library board of trustees to adopt bylaws as a legal document guiding the board in its policy-making role. The kind of structure chosen becomes the basis for rational and consistent board action and provides continuity as boards change. Bylaws need not be elaborate but should cover the basic structure under which the board conducts its business.

(For sample bylaws for a combined public/school library, see Page 42).

Sample Bylaws For A Library Board Of Trustees

Article I Name

The name of this organization is the Board of Trustees of the Public Library, Location Colorado. The board shall have those duties and responsibilities authorized by the Colorado Revised Statutes 24-90-109 and any future revisions.

Article II Membership and Responsibilities

1. The Board of Trustees is comprised of (number) trustees appointed by (Indicate method of appointment for the specific board)

2. The first members of this board shall be named to staggered terms of one, two, three, four and five years. Thereafter, the term of office is five years. Vacancies are filled in the manner by which members are regularly named and are filled for the remainder of the unexpired term.

3. A trustee can be removed only by a majority vote of the appointing authority and only upon a showing of good cause.

4. Trustees serve without compensation except that necessary traveling and subsistence expenses incurred may be paid from the public library fund.

5. The board shall retain a qualified librarian who shall administer policies adopted by the board; employ, direct and supervise staff members; prepare required reports; recommend policies and procedures and promote effective library service.

Article III Officers and Duties

1. The officers of the board shall be a president and a secretary. The board may name such other officers as it deems to be needed.

2. Officers are elected (annually) at the regular meeting of the board in (month) and shall take office in (month) to serve for (term) . No member may serve in one office longer than

3. The president shall preside at all meetings of the board, appoint members of committees and perform such other duties as are associated with the office. (If other officers, such as a vice-president, are used, describe here)

4. The secretary shall be responsible for the minutes of the board and shall perform such other duties as are assigned by the board.

Article IV Meetings

The regular meeting of the Board of Trustees shall be held at (time) on (day of the month) at (location) . The board will abide by all requirements of Colorado law regarding open meetings and notification.

The annual meeting is that held for the purpose of electing officers.

Special meetings may be held at any time when called by the president or at the request of (number) members. All members must be notified at least hours in advance of a special meeting. Only items on the announced agenda may be considered at a special meeting.

A quorum of the board consists of (number) members.

The order of business for each regular meeting of the board shall include the following, not necessarily in the order listed:

- Call to order
- Roll call
- Minutes of the previous meeting for action
- Correspondence to the board
- Recognition of visitors and establishing time limits for presentations
- Financial reports
- Report of the librarian, to include statistical and program information
- Reports of officers and committees
- Unfinished business
- New business
- Adjournment

(For Samples of various agendas, see Page 15).

Article V Committees

The Board of Trustees may function as a committee of the whole without appointment of standing committees.

The board may establish standing committees, which shall make regular reports. Membership on a standing committee shall be for one year by appointment of the president.

(If the board wishes to establish standing committees, such committees may be listed and defined in the bylaws).

Special committees may be authorized and appointed by the president for special, limited purposes and shall serve only until completion of the assignment.

Article VI Parliamentary Authority

Robert's Rules of Order, latest revision, shall govern the proceedings of the board and of its committees to the extent applicable.

Article VII Amendments

Amendments to these bylaws or to any policy documents of the board may be adopted by a majority vote of members of the board present at a regular meeting subsequent to notification of the proposed change.

Date of Adoption

Note: Most boards will find a document of this kind adequate to serve as bylaws. Procedural decisions and policies relating to board operation would be contained in a supplementary document, probably a board policy manual. Article II, Section 4 is an example of a provision that should be augmented by guidelines.

Joint Libraries: Combined Public and School Libraries

Personnel Policies

Colorado law 24-90-103 defines joint libraries as those operated jointly by two or more agencies which could operate any publicly supported library. In 24-90-107, the law says that a joint library may be established by the legislative bodies of the participating governmental units through contract.

Library personnel in combined public/school libraries where the school district is the disbursing agent for library funds generally will be subject to school district personnel policies. Additions or changes in policies may have to be worked out to accommodate new categories of employees such as year-round paraprofessional staff and others.

The contract between city and school district should specify the authority and processes involved in hiring and firing of personnel. Differences concerning hours and months of operation should be clarified.

Sample Public/School Library Policy (Ft. Lupton Public and School Library Contract)

"An Advisory Committee consisting of the Assistant Superintendent of Schools and the Director of the Weld County Library or High Plains Regional Library Service System and the Director of Media Services, Weld County Board of Cooperative Educational Services (BOCES) shall screen applications for director of the Ft. Lupton Public and School Library. An interviewing committee consisting of the Assistant Superintendent of Schools, Principal of the high school, two municipally appointed members of the Ft. Lupton Public and School Library Board, the Director of Media Services of the Weld County BOCES and the Director of Weld County Library or of the High Plains Library System shall recommend the most qualified applicants to the Ft. Lupton Public and School Library Board, which in turn shall select the library director. Final approval of the director as provided herein shall be exclusively within the jurisdiction of and by the Board of Education, School District RE 8, as provided by the laws and statutes of the State of Colorado, and at all times such director shall be an employee of the school district."

Colorado Statutes 22-63-101, Teacher Employment and Dismissal and Tenure Act, prevail for the library director and other certified personnel. The library director is responsible for making recommendations for hiring and firing other library staff members. Proper procedures for these actions should be developed in writing by the library board and the school board. Ultimately, the school board is the unit which must approve actions of the director, and written policy should make clear which actions are to come before the board for specific approval.

The library director of a combined public/school library occupies a unique position in middle management. This may require attitudinal adjustments on the part of all the involved persons and governmental units.

Together, the library board and school administration/board should develop required professional qualifications for the library director and agree on job descriptions for all positions in the library. Evaluation procedures should be developed jointly.

The Role of the Library Board in Combined Public/School Libraries

The library board facilitates the operation of the library by working in cooperation with school board and city council to attain the goals, objectives and policies as recommended by the library board and its director.

The continuing objective is comprehensive library services for the total community.

Communities considering a merger of public and school libraries should seek help from the Colorado State Library in organizing the study which should be preliminary to a decision.

Financial Policies

This statement is addressed to combined libraries housed in a high school facility to which the city contributes from a mill levy, general fund and/or revenue sharing and the school contributes from school tax revenues to a library fund administered by the library director with the school acting as disbursing agent.

Major responsibility for planning the use of funds rests with the library board and the librarian, who should study the school budgetary process as explained in FINANCIAL POLICIES AND PROCEDURES HANDBOOK of Colorado, available from the Colorado Department of Education. Explicit agreements on financing must be made part of a formal contract. The contract should state the percentage of support the city and the school district contribute to the joint facility and/or other financial arrangements and commitments.

For example, the city of Ft. Lupton agrees at its own cost and expense to provide 20 per cent of the total approved budget of the joint library. Payment is made to the school district (RE 8) on a schedule.

Joint libraries do have to develop more flexible arrangements about funding and budgeting than either city or school district has followed in the past. School finances in Colorado vary according to decisions of the state legislature and may require shifting of allocations at the local level. The joint library contract should provide procedures for adjusting the budget with the library director acting as intermediary between school and city

The format and type of budget (program, zero base, etc.) may have to be changed to fit that method used by the school. It is important that the library director and trustees develop with the school and the city a written budget **process** before the first budget is presented so that all parties understand their roles.

Sample Budget Process (adapted from the Ft. Lupton process)

Purpose: to support a quality library program for the school and community by allocation of funds.

Preparation: to be prepared by the library director and staff, the library's Board of Trustees, school district officials and board and community.

Spring:

1. Establish goals and objectives for library service.
2. Gather ideas from the library director and staff, Board of Trustees, school administration, teachers, students and community on the needs of the community (using a community analysis if needed).
3. Analyze what ought to be done in the next budget period: director and budget committee.
4. Choose priorities among old programs and new directions: director recommends.
5. Develop a built-from-basics budget: director.
6. Justify the selected program: director.
7. Approve a preliminary budget: Board of Trustees of the library, with commitment to explain and strongly recommend to the schools and city.

August:

8. Meet with the director of special services to discuss the preliminary library budget: director and budget commitee of the library board.

September:

9. Present the budget to the City council: director and Board of Trustees of the library.

By September 30:

11. Present budget to school administration: director.
12. Revise budget if necessary: director and budget committee.
13. Present the library budget to the school board: school administration with the library director on hand to answer questions.

Other Contract Points

The contract should state that the library director will

Sample Budget

This sample budget is from the Ft. Lupton joint library and illustrates a simple way to present summary figures and the allocation of costs.

CODE		Projected Expenditures 1979	1980	1980 Appropriations School (80%)	City (20%)
100	Salaries	$ 41,704.00	$ 48,142.00	$ 38,514.00	$ 9,628.00
200	Employee Benefits	6,715.00	7,616.00	6,093.00	1,523.00
300	Purchased Services	2,400.00	2,050.00	1,640.00	410.00
400	Supplies & Materials	10,245.00	13,100.00	10,480.00	2,620.00
500	Capital Outlay	6,880.00	5,384.00	4,307.00	1,077.00
600	Other Expenses	1,620.00	1,740.00	1,392.00	348.00
	TOTALS	$ 69,564.00	$ 78,032.00	$ 62,426.00	$ 15,606.00

The 1980 budget represents a 12% increase over 1979.

administer the funds and, of course, be responsible for operation of the library and the supervision of staff.

An audit should be required, probably to be performed as a part of the regular school audit or by city auditors. Designate who is responsible in the contract and who will pay this expense.

All parties involved in finding and allocating funds should have documents that clarify all budget commitments, and the library director will find it useful to designate the percentage of contribution to each program by the city and by the school district as the budget is built.

Intellectual Freedom Policies

The Freedom to Read

(A joint statement by the American Library Association and the Association of American Publishers, originally issued in May, 1953. A full text amplifying the base statements listed here may be obtained through the Colorado State Library. "Books" as used in this statement includes all kinds of materials acquired for library use.)

1. It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those which are unorthodox or unpopular with the majority.
2. Publishers, librarians and booksellers do not need to endorse every idea or presentation contained in the books they make available. It would conflict with the public interest for them to establish their own political, moral or aesthetic views as a standard for determining what books should be published or circulated.
3. It is contrary to the public interest for publishers to determine the acceptability of a book on the basis of the personal history or political affliations of the author.
4. There is no place in our society for efforts to coerce the taste of others, to confine adults to the reading matter deemed suitable for adolescents, or to inhibit the efforts of writers to achieve artistic expression.
5. It is not in the public interest to force a reader to accept with any book the prejudgment of a label characterizing the book or author as subversive or dangerous.
6. It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to impose their own standards or tastes upon the community at large.
7. It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality and diversity of thought and expression. By the exercise of this affirmative responsibility, bookmen can demonstrate that the answer to a bad book is a good one, the answer to a bad idea is a good one.

The Library Bill of Rights

"The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

1. Books and other library resources should be provided for the interest, information and enlightenment of all people of the community the library services. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.
2. Libraries should provide materials and information representing all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.
3. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.
4. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.
5. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.
6. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affliations of individuals or groups requesting their use."

Adopted by the American Library Association Council, January, 1980.

Freedom to View

"The FREEDOM TO VIEW, along with the freedom to speak, to hear and to read, is protected by the First Amendment to the Constitution of the United States. In a free society, there is no place for censorship of any medium of expression. Thereafore, we affirm these principles:

1. It is in the public interest to provide the broadest possible access to films and other audiovisual materials because they have proven to be among the most effective means for the communication of ideas. Liberty of circulation is essential to insure the constitutional guarantee of freedom of expression.
2. It is in the public interest to provide for our audiences film and other audiovisual materials which represent a diversity of views and expression. Selection of a work does not constitute or imply agreement with or approval of the content.

3. It is our professional responsibility to resist the constraint of labeling or prejudging a film on the basis of the moral, religious or political beliefs of the producer or filmmaker or on the basis of controversial content.
4. It is our professional responsibility to contest vigorously, by all lawful means, every encroachment upon the public's freedom to view."

Drafted by the Educational Film Library Association Freedom to View Committee and adopted by the EFLA Board in February, 1979.

Glossary: Library Language

Academic Library – A library located in or affiliated with a college or university. Sometimes a private library with a collection designed for scholarly use, more often called a research library.

Access – covering the concept of making library materials available to all people under convenient conditions and in depth.

Accredited Library School – a school teaching library and information science at the master's degree level and which has qualified for accreditation under requirements of the American Library Association.

Acquisition – the process of acquiring the materials which make up the collection the library has to offer.

Affirmative Action – the policy and requirement to promote equal employment opportunity through plans and procedures applying to methods of recruiting, training and promoting.

Audiovisual – Non-print materials such as films, tapes and records.

Call Numbers – the notation used to identify a particular book so that it can be located.

Cataloging – the process of describing an item in a collection and assigning an identification for use in locating the item in a card catalog and/or on the shelf. In practice, cataloging includes gathering any information needed to describe and identify the item.

Certification – In most cases, the application of certain requirements which when achieved confer the status of being certified in an official manner. This may apply in some states to the librarian. In many cases, certification of a library is required before state funds can be used.

Circulation – the activity and process of a library in lending materials to borrowers and the recording and control of these loans. Also used with statistics to cover number of items circulated in a given period.

Collection – the total accumulation of materials acquired by the library for the use of its patrons.

Deposit Station – a location not in the library where materials are placed for the convenience of a special group. Depositories are often used to supply material to institutions such as nursing homes.

Dewey Decimal System – a system of numbers devised by Melvil Dewey to identify books by subject matter and item. Used to organize card files and to place books on shelves in order.

Guidelines – suggested policies and procedures organized to give advice on best practices. In library planning, for example, guidelines might offer guidance on space needs, staffing, etc.

Freedom to Read – a policy statement adopted by the American Library Association and the Association of American Publishers expressing the role of librarians and publishers in protecting the right of the public to read freely. See Appendix, Page 44.

Freedom to View – A policy statement of the Educational Film Library Association expressing the importance of broad access to films and other audiovisual materials without censorship. See Appendix, Page 44.

Friends of the Library – groups of persons who form into an organization to assist and promote the library.

Intellectual Freedom – an encompassing phrase used to include the right and freedom to read and view widely without censorship.

Interlibrary Loan – the transaction in which library materials are loaned by one library to another for the use of a patron.

Library Bill of Rights – a policy statement adopted by the American Library Association expressing the obligation of libraries to provide a broad range of materials expressing many ideas, without censorship. See Appendix, Page 44.

Library of Congress – the library officially designated by law to serve the needs of the U.S. Congress. It serves as a national library in many functions, including the cataloging of books in publication and the provision of catalog cards using the Library of Congress (LC) system.

Library Services and Construction Act – the title of one law under which Congress appropriates funds for library use. Funds so allocated are made available to the states for distribution according to state plans.

MLS – the master's degree in library science taken as a fifth year. The MLS is generally regarded as the minimal degree necessary for designation as a professional librarian.

Media – all of the public means of communication, including radio, TV, press and cable TV. Media is beginning to encompass other forms of public information, such as satellite programming.

Network – used to describe various forms of cooperation, generally involving computer communications but also describing mail and courier services which deliver resources from one place to another through cooperative efforts. In sophisticated form, a structured organization developed for the purpose of sharing resources. See Cooperation and Networking, Page 9.

OCLC, INC.–formerly the Ohio College Library Center, in Columbus. Through terminals in client institutions, OCLC supplies bibliographic information and location of materials, as well as duplication of catalog cards and other services. A new sub-system generates interlibrary loan procedures.

Open Meetings Law – Called, in Colorado, the Sunshine

Law. Requires public bodies to meet certain requirements insuring that the public has access to meetings.

Processing – the term for preparing books and other materials for use in and circulation by the library. Includes book covers, cataloging and protection of materials.

Professional Librarian – a term usually used to recognize the acquisition of a master's degree in library science.

Public library – any library which is supported wholly or partly with money derived from taxation and is for the free use of the public.

Resource Center – a library designated as a center from which other libraries may obtain materials. Usually a large library with an extensive collection and means to lend materials widely.

Reciprocal Borrowing – an arrangement making it possible for a person registered at one library to borrow materials in person from another library in the system or cooperative unit.

School Library/Media Center – the library of a school serving less-than-college age students and its faculties. Also called 'learning resources center' to stress the availability of many kinds of materials.

Serials – periodicals. Material published in successive parts, usually at regular intervals.

Special library – a library serving a special clientele and ranging from research library of a private industry to a state library in a correctional institution.

Standards – measures of quantity and quality against which a library can judge how close it comes to meeting minimum recommendations.

System – in Colorado, a Regional Library Service System promoting cooperation and coordination among publicly supported libraries with the purpose of providing residents with access to many library resources and services.

Union catalog – a listing of the holdings (collections) of a number of libraries, usually those in a cooperative relationship. Designed to locate materials easily.

Vertical file – items such as pamphlets, clippings and pictures which because of the shape and form are filed vertically in drawers for ready use.

Weeding – the selection of library material from the collection to be discarded or transferred to storage. Used to keep a collection manageable and timely.

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